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INTERIOR DESIGN

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JANUARY 1990

100 INTERIOR DESIGN GIANTS

PETER BLAKE REVIEWS THE '80s

THE YEAR'S TOP PRODUCTS • 2 BY GENSLER • RESIDENTIAL PORTFOLIO

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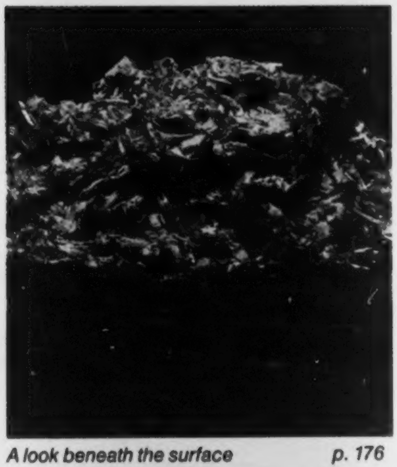

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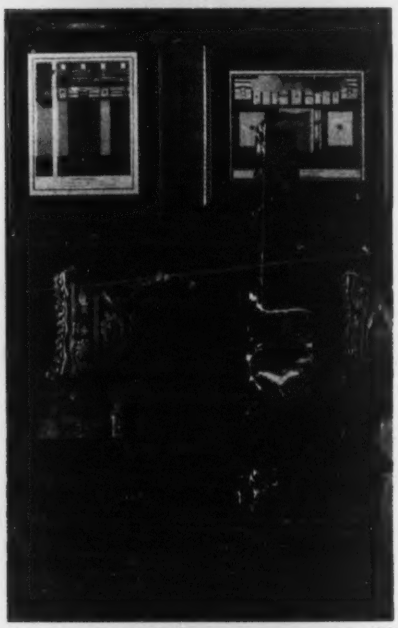

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Large-scale art sets the scheme *p. 156*

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VOLUME 61

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Photography: Peter Aaron/ESTO

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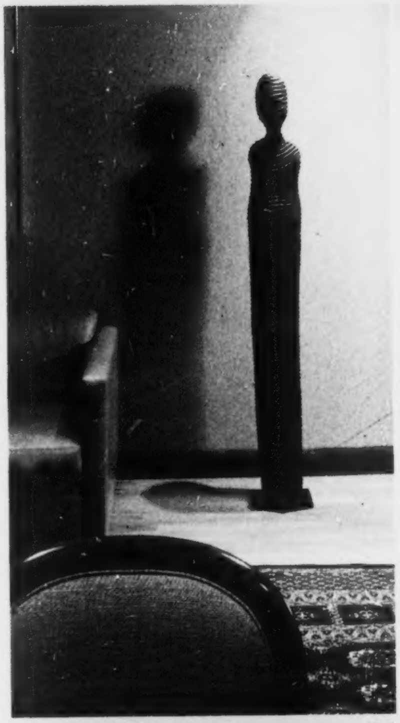

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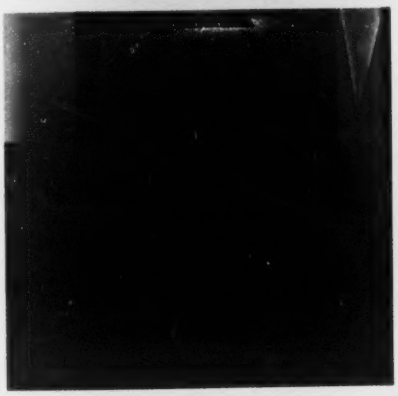


Showroom for a conglomerate *p. 188*

100
INTERIOR DESIGN GIANTS®
OF 1990

BY ANDREW LOEBELSON

Industry Overview

After a static year in 1988, the interior design industry grew significantly ahead of inflation in 1989. Fees for the Top 100 Interior Design Giants rose from $571 million to over $607 million, a gain of 6.3 percent. Volume of goods and services provided to clients under the direction of these firms was up from $10.6 billion to $11.3 billion, a gain of 6.3 percent as well.

CADD continues its dramatic advance, now being used by all but 5 percent of the Top 100. CADD operators have increased to over 8 percent of the work force, from 6 percent last year. Many firms are commenting that they have few or no dedicated CADD operators, since they are training their drafters, designers and other staff members to work on CADD systems directly. This movement is made possible by ever better and cheaper personal computers running increasingly sophisticated versions of the best-selling drafting programs designed for them such as AutoCADD and Versa CADD. This growth in CADD may help to explain how the value of goods and services produced by each interior design employee has grown dramatically, from $1.7 million last year to $2.1 million this year.

Not only is the CADD area growing, but the non-billable and marketing areas are growing proportionally within the firms as well. Last year, the non-billable staff was 4.3 percent of the total staff, this year it is 4.8 percent. Likewise, in this competitive group, the marketing staff has grown from 17.4 to 18.0 percent.

The total interior design staff has grown this year to 7,322, including all support staff as well as professional design staff. But these people are only part of the top 100 firms' total staff of 25,391 (including architects, engineers and their support staffs). Last year the total staff was 22,415, indicating continued growth to meet competitive challenges.

The business of the Top 100 consisted primarily of office work (over 65 percent). The next biggest category was retail design (over 11 percent), followed by medical design (10 percent), educational design (6 percent) and hospitality design (4 percent). Of course, we have a separate listing, for those firms primarily involved in hospitality work, that is published every year in October.

The responding Giants firms' work averages 65 percent interior design, followed by 21 percent architecture, 7 percent engineering, and 6 percent other.

Regional Breakdown

This year we have taken a much more detailed look at the industry breakdown by geographical area. The breakdown is shown in CHART ONE. It should be noted, however, that, in order to get statistically relevant data, we have included all 200 Interior Design Giants in this analysis, although we will not publish the Second Hundred analysis until July.

As can be seen, the Middle Atlantic states have maintained their majority hold of all headquarters, los-

Continued

CHART ONE

KEY TO REGIONAL BREAKDOWN

REGION	STATES WITHIN REGION	TOP 100	SECOND 100	TOP 200
NE	ME,NH,VT,MA,RI,CT	4	10	14
MA	NY,NJ,PA	35	26	61
ENC	OH,IN,IL,MI,WI	14	11	25
WNC	MN,IA,MO,ND,SD,NE,KS	7	5	12
SA	DE,MD,DC,VA,WV,NC,SC,GA,FL	16	15	31
ESC	KY,TN,AL,MS	1	0	1
WSC	AR,LA,OK,TX	6	11	17
M	MT,ID,WY,CO,NM,AZ,UT,NV	0	1	1
P	WA,OR,CA,AK,HI	15	20	35
Non U.S.	Canada, Mexico	2	1	3
Total		100	100	200

Andrew Loebelson is vice president of domestic facilities of Salomon Brothers, the New York investment banking firm.

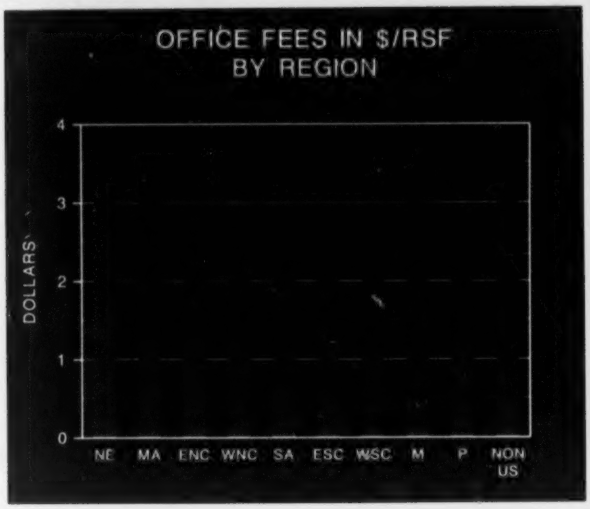
Research compiled by Deana L. Luzzi

Reprints of this article are available for $2 each through Deana Luzzi at Interior Design, 249 West 17th Street, New York 10011, (212) 463-6675.

The interior design fees on the following pages represent interior design work only (excluding hospitality and residential interiors and architecture). All figures have been rounded off for the purpose of this listing.
—Ed.

100
INTERIOR DESIGN GIANTS® OF 1990

CHART THREE



ing one firm in the Top 100 since last year and gaining two in the Second 100. The region that held the least of all headquarters for the Top 100 was South Atlantic, dropping from 37 last year to 31 this year.

CHART TWO shows the relative amount of volume of work done and fees received by the different regions. If you compare these numbers along with the total number of firms in each region you will notice that not only are the Middle Atlantic states the largest region by firm, but also they get more than their proportionate share of the fee income in this industry and they do an even higher percentage of the volume produced. This means that they are an efficient region, making fees go further in producing goods. The New England and the East North Central regions are just the reverse, but economies of scale probably explain many of these differences. Noticeably, the East South Central, Mountain and Pacific regions don't really have enough firms for their data in this regional analysis to be statistically significant.

While it may appear that the Pacific firms are the least efficient, it might also be explained that the concept of "service" is a flexible one. With the profit line under attack by knowledgeable clients, hungry competitors and growing capital requirements, the bigger firms in the Northeast have learned that all services are paid for, extra charges for extra work are carefully tracked and billed, and employee efficiency is highly prized and rewarded. The old-fashioned concept of a flat fee for all services is dying out, but it may be lasting longer farther from the Boston-New York-Washington corridor.

CHART THREE shows the costs of designing office space on a regional basis. This closely parallels the data in the previous two charts. Again, the Middle Atlantic states are highest, at $3.65 per rentable square foot, while the average is $3.01, and the lowest region is the West South Central at $2.11. Keep in mind that the lowest fee, 70 percent of the average, pays for office space that is about 69 percent of the average cost.

CHART FOUR shows that the highest construction cost, by far, is found in the Middle Atlantic area (24 percent above average), while the highest FF&E (furniture, fixtures and equipment) is found in the West North Central area (22 percent above average). The least expensive place to build, strangely enough, is the West North Central region, while the least expensive FF&E costs are found in the Southern Atlantic, East South Central and West South Central regions.

The average salary per region is shown in CHART FIVE. It is not surprising that this parallels the fee income for each region, since the multiple relating salary to

CHART TWO

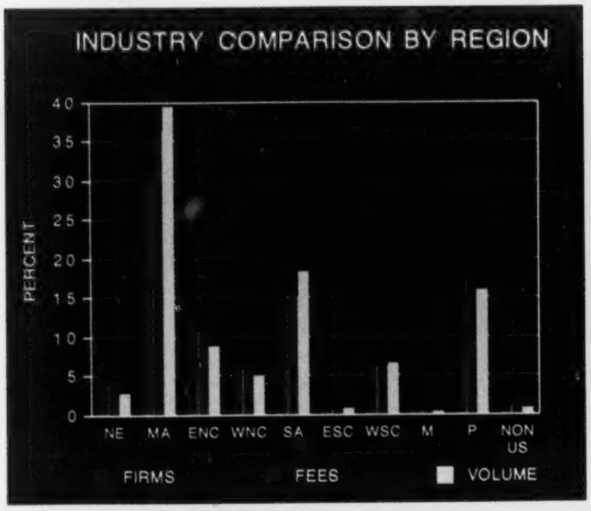
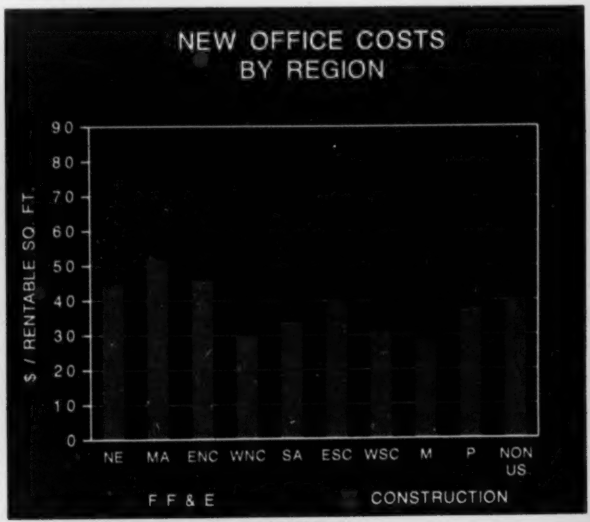


CHART FOUR



NOTE: FF&E refers to Furniture, Fixtures & Equipment

CHART FIVE

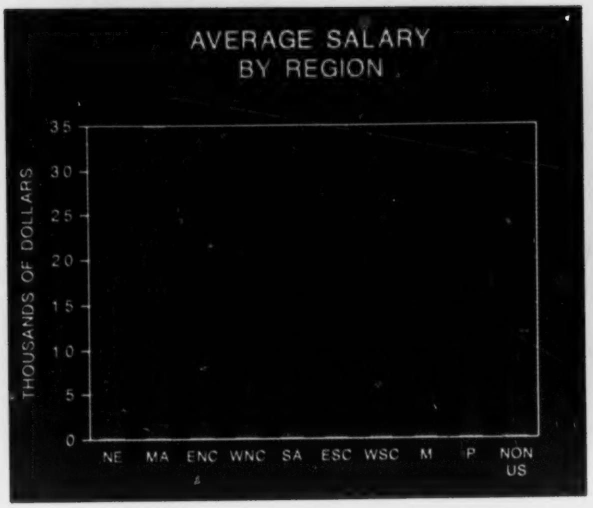
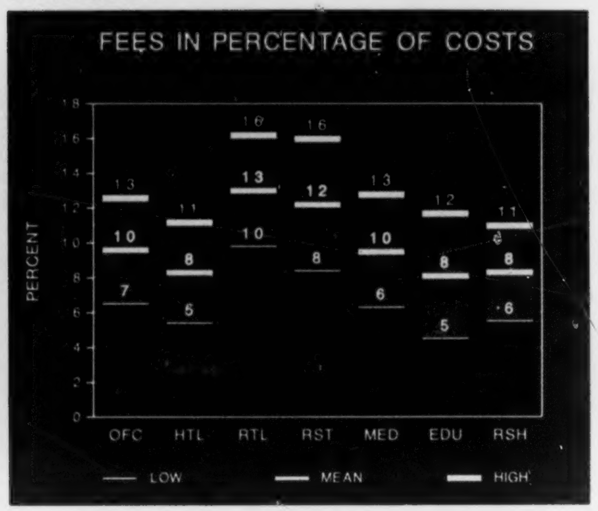


CHART SEVEN



billing rates is surprisingly constant across the country, at about 2.68 for all of the 200 firms, 2.71 for the Top 100 and 2.64 for the Second 100.

In terms of fees per rentable square foot, the Middle Atlantic states are nearly 40 percent above average, while other major areas are below. In comparing the cost of designing a rentable square foot of office space, the Middle Atlantic states are about 20 percent over average while the other areas are at or below average costs.

However, when we compare fees as a percentage of volume, only the New England and West South Central states, of the larger areas, are above average, with New England astonishingly so. In terms of actual cost per square foot, only the Middle Atlantic states are substantially (40 percent) above average costs. This correlates well with the fees, suggesting that the firms headquartered in the Middle Atlantic states are doing the most expensive, sophisticated and difficult work—and they are being paid for it.

But that does not translate into the average fee per employee, which is highest in the East North Central, West North Central and West South Central regions. And that fee also correlates well with the volume of work produced by each employee. Each of these regions, along with the South Atlantic, has higher value of goods and services produced per employee than the average.

The "work letter" is the value of walls, ceilings, electrical outlets, carpet, etc., that the landlord is willing to give to each tenant to entice him into his particular office space. CHART SIX shows that this is highest in the non-U.S. area, which may have a different tradition. In the United States, it is highest in the New England area, followed by the Middle Atlantic area and the Pacific states, in that order. With the Oil Belt areas among the lowest, there is the clear implication that they are coming out of their slump while the first three areas mentioned are still heavily overbuilt.

Industry Analysis

CHART SEVEN shows the actual average fees in percentage of volume that these knowledgeable respondents feel are appropriate for the work to be done in the 1990s. Office and medical work both rose, while retail, educational and research work all dropped. Hospitality (hotel and restaurant) work stayed about the same.

Most of these firms' work is actually bid on a per square foot basis, as shown in CHART EIGHT. Office fees have only gone up two cents. Considering inflation will be at least eight times that amount, the competitive

Continued

CHART SIX

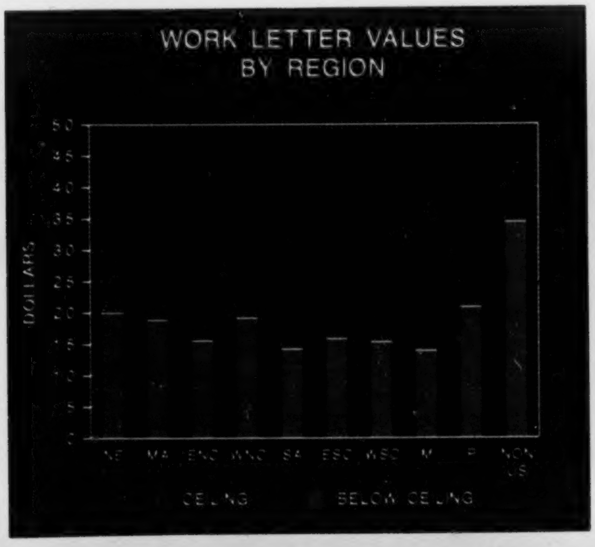
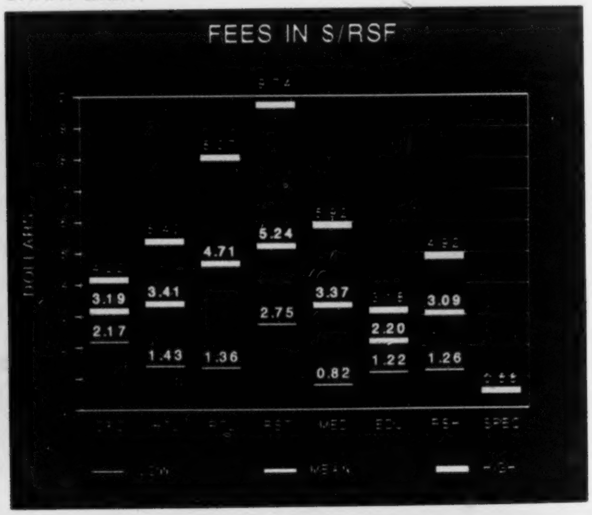


CHART EIGHT



nature of this business is, again, reinforced. Hotel, medical, educational and restaurant fees have risen this year while fees for retail work are down somewhat. The cost of providing "Spec Plans" has risen all the way from $.35 to $.58. Reimbursables, as a percentage of the cost of professional services, have risen from 8.4 to 9.0 percent this year.

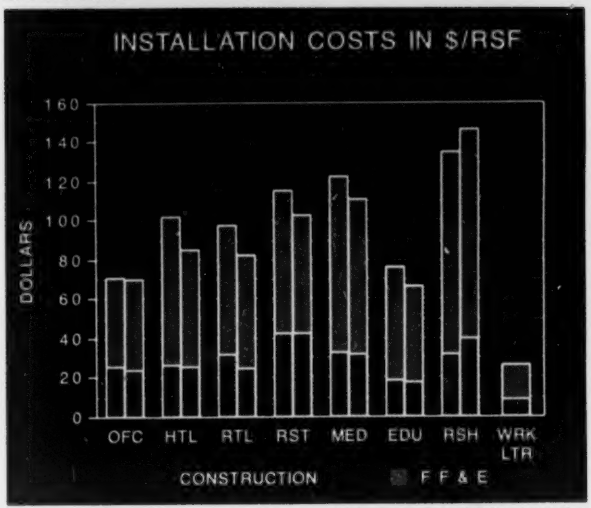
Costs of both construction and furnishings have moderated somewhat this year, as shown in CHART NINE. In new offices, the cost of furnishings and construction has continued to rise. This increase is less than half of what can be attributed to inflation.

Meanwhile, landlords continue to make a substantial contribution to offset this cost in new offices with the work letter allowance. This year it increased below and above the ceiling. So landlords are contributing more towards the costs of outfitting a new office. The original concept was that a work letter allowance would cover the entire project but we can see that it actually covers an average of slightly over one-third of the actual costs.

The increase this year is greater for renovation work in offices where furnishings and construction increased. The total change is over 8 percent and well ahead of inflation. This increase may be due to the harder task of renovating space to deal with the profusion of computers as well as the local area networks ("LAN's") with linkages through cables and file servers for all of these new computers. One more factor is the added heat load of new computers, most of which are being installed with color screens, file servers, and the new "work station" personal computers that are bigger, bulkier and hotter.

New hotel costs have dropped just slightly for furnishings and have risen greatly in construction costs to a new total of $103.50. Renovation work is more expensive for furnishings and less in construction than last year, for a new total of $85.91. New retail work is almost exactly the same as last year for furnishings but construction is up to a new total of $98.45. Renovation work is down for furnishings, up for construction and, overall $83.28, up from $82.38 last year. New restaurant work is up in the cost of furnishings, while construction is down slightly. This year's total of $116.39 is up $3.53 from $112.86 last year. Renovation restaurant work shows the same pattern, rising for furnishings while dropping in construction. The net result is a drop of $8.17 to $103.30 for the work. Medical and educational work shows the same non-pattern of mixed increases and decreases in cost. Clearly, the actual costs are going down, which indicates that designers and owners are working together to create means of controlling the costs by design rather than construction techniques.

CHART NINE



Left bar: new work, right bar: renovation

Meanwhile, interior design firm managers are trying to hold their costs down as well. This is reflected in the salaries in CHART TEN, which have remained relatively the same this year. Project managers' and senior drafters' salaries went up about $2,000 but job captains' and senior designers' salaries slipped $2,000. Project and junior designers' salaries both went up $1,000, while non-billable staff went down $1,000. CADD operators' were the only people whose salaries stayed the same.

Who went up the most this year? Marketing people increased their salaries by $4,000. This proves that a key part of the interior design team is the person who gets the work, in addition to the senior managers, who direct the work. The compensation for other positions, however, is not keeping pace with inflation. Of course people don't have their pay decreased. What happens is that juniors are promoted to higher levels at lower pay. Costs are controlled by title promotion instead of wage increase.

Fringes went up this year from 25.7 to 27.4 percent. The multiple has stayed very close to last year at 2.64. This means that the billing rates should vary exactly according to the latest salary changes. And that is pretty much what CHART ELEVEN shows. Principals raised

CHART TEN

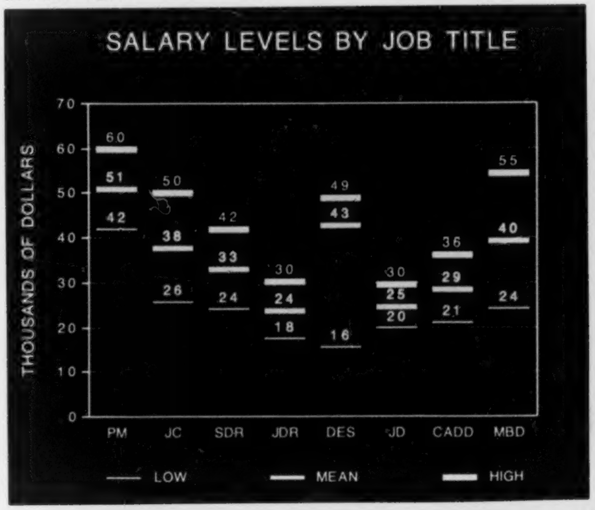
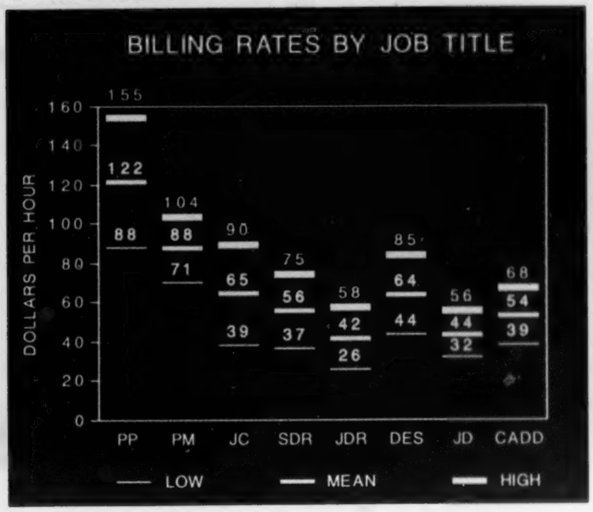


CHART ELEVEN



their billing rates, while the remaining positions follow the salary variations.

In terms of how the work changed this year, the most noticeable increase on CHART TWELVE is that in non-smoking areas. Computerized security systems continued to grow, while private phone systems actually, decreased this year. Other base building issues remained about the same as last year.

The consultants on CHART THIRTEEN stayed about the same as last year, with nine being used on 10 percent or more of all projects.

Some 93 percent of our respondents have errors and omissions insurance, up 3 percent from last year. The average deductible is $83,000 with the average maximum coverage at $1,800,000.

The firms on our listing are hired by top management 40 percent of the time, by senior management 29 percent of the time, by professionals 28 percent of the time, and by others 4 percent of the time. They report to the client 93 percent of the time, to the architect 10 percent of the time, and to others 7 percent of the time. Obviously, they report to more than one level at a time; 26 percent of the time they work with a professional within the client group, an increase of 4 percent over last year.

Of those professionals in the client organization, 29 percent are professional interior designers, 24 are architects, 15 are engineers, 17 have a maintenance background, and 26 learned their job through "on the job training." Most importantly, it was reported that jobs are decided on the basis of low bid only 44 percent of the time. Long term relationships and quality of work remain important to the client group.

CHART TWELVE

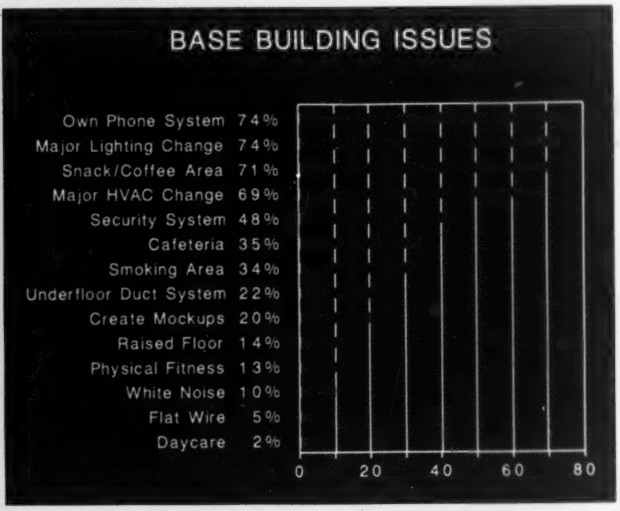
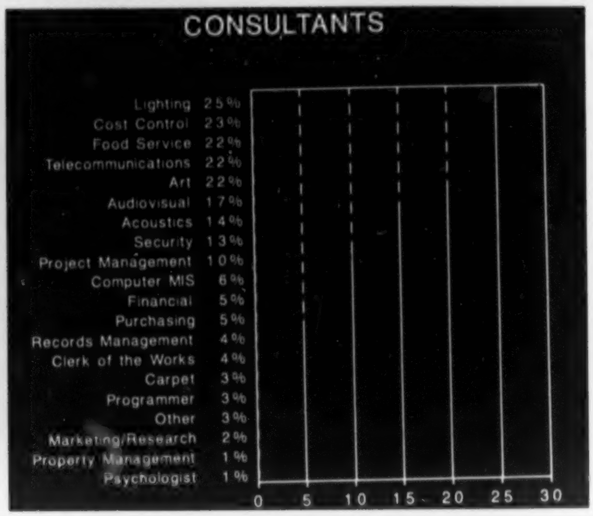


CHART THIRTEEN



The standards in the client organization continue to be fairly laissez faire, with 27 percent having limited standards, 30 percent having flexible standards, and 43 percent having no standards. The average number of standards this year is 9.4.

Conclusions

Exactly the same as last year, the firms most respected by their peers are: Gensler and Associates, Skidmore, Owings & Merrill, Kohn Pederson Fox Conway, ISD and Gwathmey Siegel. Added to the most respected list this year are: Charles Pfister and Associates and Swanke Hayden Connell.

Also the same as last year, the firms considered to be the best managed are: Gensler and Associates, Skidmore, Owings & Merrill, Hellmuth Obata & Kassabaum and Kohn Pederson Fox Conway. Added this year are: RTKL and Perkins & Will.

The installations chosen as this year's best are: United Terminal at Chicago's O'Hare International Airport by Murphy/Jahn; The Royalton Hotel in New York City by Philippe Starck; Capital Bank in Miami by Gensler and Associates (see *Interior Design*, March 1989); Banca del Gottardo in Lugano, Switzerland, by Mario Botta (see August 1989); and Banco del Credito in Lima, Peru, by Arquitectonica.

One change we made this year that affected the ranking of some of the firms on the listing was to deduct residential design fees from the total firm fee figure. We are constantly trying to improve our listing and we feel that, because this is a corporate listing, it is fair to deduct residential work.

Interior design continues to be a difficult business. Competition is fierce, clients continue to get tougher, and capital needs continue to grow. This is the first year we have seen salaries bear the brunt of the cost savings needs of the design firms. New and creative strategies are needed to deal with increasing costs for clients and design firms alike. ☐

100 INTERIOR DESIGN GIANTS® OF 1990

KEYS

☐ OFFICE PLANNING FIRMS
☐ GENERALISTS
☐ STORE PLANNING FIRMS
☐ MEDICAL SPECIALISTS

PP — PRINCIPALS/PARTNERS
PM — PROJECT MANAGERS
JC — JOB CAPTAINS
SDR — SENIOR DRAFTERS
JDR — JUNIOR DRAFTERS
DES — PROJECT & SENIOR DESIGNERS
JD — JUNIOR DESIGNERS
CADD — CADD OPERATORS
MBD — MARKETING BUSINESS DEVELOPMENT
TID — TOTAL INTERIOR DESIGN STAFF

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
1 (1)	**Gensler and Associates/ Architects** San Francisco Denver, Houston, Los Angeles, New York, London, Washington, DC; Irvine & San Jose, CA	37.66	55.06	572.4	10.60	9 81 65 35 71	PP PM JC SDR JDR	NA 68 45 35 35	143 120 143 65 65	115 92 30 15 513	DES JD CADD MBD TID	53 33 38 40 —	93 53 70 — —	JP Morgan, New York Apple Computer, Inc., San Jose, CA Columbia Pictures, Los Angeles BP Exploration Inc., Houston CenTrust Bank, Miami, FL	Pacific Enterprises, Los Angeles Union Bank of Switzerland, New York Kentucky Fried Chicken, Louisville, KY Bank of America, San Francisco Mobil Exploration & Producing USA, Inc., Houston
2 (4)	**Swanke Hayden Connell Architects** New York London, Miami, Chicago, Washington, DC	24.75	33.00	950.0	5.00	5 25 11 10 19	PP PM JC SDR JDR	NA 61 50 40 29	175 125 100 88 63	23 31 2 9 135	DES JD CADD MBD TID	60 31 48 49 —	125 65 75 — —	Elizabethtown Gas, Elizabeth, NJ Milbank Tweed Hadley & McCloy, New York Morstar, Long Island & New York, NY The Dreyfus Corporation, New York Banque Indo-Suez, New York	Coopers & Lybrand, Washington, DC & New York Proscauer Rose Goetz & Mendelsohn, New York IBM/Latin American HQ bldg., Tarrytown, NY RJR Nabisco, New York Carter Wallace, New York
3 (6)	**CRS Sirrine, Inc.** Houston Dallas, Chicago, Washington, DC; Atlanta, Denver, Los Angeles, New York, Austin, TX; Miami & Boca Raton, FL; Irvine, TX	23.92	298.97	406.3	6.77	— 10 10 34 20	PP PM JC SDR JDR	— 64 53 29 21	— 90 75 40 30	33 10 11 2 130	DES JD CADD MBD TID	39 29 21 50 —	55 40 30 — —	3M/Austin Center, Austin, TX IBM Solana, Phase I, Westlake, TX Astrodome, Houston Alexander & Alexander office, Owings Mills, MD US Embassy, Yemen, UAE	Chrysler Technology Center, Auburn Hills, MI Lakeside Square, Dallas CRSS Offices, Houston US Embassy, San Salvador, El Salvador Great Republic Insurance, Irving, TX
4 (2)	**PHH Environments** Hunt Valley, MD New York, Philadelphia, Washington, DC, Dallas, Newport Beach, Los Angeles, Chicago	18.80	18.80	610.0	7.10	15 79 19 33 25	PP PM JC SDR JDR	NA 61 40 37 27	120 80 65 60 50	49 20 20 32 292	DES JD CADD MBD TID	49 30 40 44 —	80 45 65 — —	Sears Consumer Financial Corp., Riverwoods, IL Meridian Bancorp, Reading, PA Citicorp-Card Producers, Long Island City, NY NCNB Texas, Dallas PHH FleetAmerica, Hunt Valley, MD	Pacific Mutual, Newport Beach, CA State of NJ-Dept. of Personnel, Trenton, NJ T. Rowe Price Associates Inc., Baltimore, MD Central and Southwest Services, Inc., Dallas Finnegan Henderson, Washington, DC
5 (5)	**Hellmuth, Obata & Kassabaum, Inc.** St. Louis Dallas, New York, Los Angeles, San Francisco, Kansas City, MO; Washington, DC; Tampa, FL	17.27	76.64	293.2	5.57	8 18 15 14 6	PP PM JC SDR JDR	NA 55 37 29 21	130 98 65 50 38	26 15 8 6 116	DES JD CADD MBD TID	44 25 25 45 —	78 44 44 — —	AT&T Center at Pleasanton, Pleasanton, CA GTE Teleops Headquarters, Irving, TX AT&T Midwestern Region Headquarters, Chicago San Diego, Convention Center, San Diego, CA Mobil Oil Company F-1, Fairfax, VA	Naval Intelligence Command Center, Suitland, MD MCI Engineering Headquarters, Richardson, TX Hanil Group Research Inst./Tech., Taejon, Korea Mobil Oil Company F-2, Fairfax, VA Moore Business Forms, Chicago
6 (7)	**ISD Incorporated** New York Chicago, Houston, Los Angeles	16.98	17.69	350.0	7.80	17 — — — —	PP PM JC SDR JDR	NA — — — —	115 — — — —	71 67 30 13 198	DES JD CADD MBD TID	46 22 27 32 —	77 40 45 — —	Leo Burnett Company, Chicago The Southland Corporation, Dallas American National Can, Chicago Carter Hawley Hale, Los Angeles Winston & Strawn, Chicago	USF&G, Baltimore American Medical Association, Chicago The Walt Disney Company, Burbank, CA Touche Ross & Co., Chicago Doubletree Post Oak, Houston
7 (3)	**ODA/Environietics Inc.** New York Los Angeles, Mexico City, London; Sydney & Melbourne, Australia	15.40	17.62	342.0	6.88	15 42 7 24 31	PP PM JC SDR JDR	NA 50 40 35 28	150 NA NA NA NA	42 27 17 13 218	DES JD CADD MBD TID	43 27 35 50 —	NA NA NA — —	USLIFE Corporation, Neptune, NJ USLIFE, New York Tokai Bank, New York Touche Ross, New York Coronet, New York	Montrose Realty, New York Gibbs and Cox, New York Touche Ross, New York Masco Industries, Los Angeles Nyana, New York
8 (8)	**Mancini * Duffy** New York Philadelphia, Boca Raton & Miami, FL; Parsippany, NJ; Hicksville, NY	14.23	14.37	375.0	5.10	5 27 9 10 20	PP PM JC SDR JDR	NA 45 38 38 25	95 85 75 65 45	43 10 10 5 139	DES JD CADD MBD TID	40 28 24 NA —	60 45 45 — —	Marsh & McLennan Co., New York US Trust Co. of New York, New York NW Ayer Inc., New York Pershing, Jersey City, NJ Arthur Andersen & Co., New York	Donaldson Lufkin & Jenrette, New York Spear Leeds Kellogg, New York ISO, New York US Trust, New York Federal Reserve Bank, New York

NA indicates information not available — indicates information not applicable to category and/or firm.

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9 (9)	**Leo A. Daly** Omaha, NE Washington, DC, Atlanta, St. Louis, Phoenix, Los Angeles, San Francisco, Seattle, Honolulu, Tokyo, Singapore, Hong Kong, Riyadh, Madrid	13.19	40.00	233.0	4.30	NA 6 5 7 4	PP PM JC SDR JDR	NA NA NA NA NA	NA 95 85 55 43	23 5 9 — 59	DES JD CADD MBD TID	NA NA NA — —	63 43 43 — —	Mikai Hotel guest room towers, Honolulu ConAgra Corporate Headquarters, Omaha, NE Nat'l Council/Catholic Bishops HQ, Washington, DC American Express-Asia Pacific offices, Hong Kong CIBA Vision HQ-Distribution Center, Atlanta	Motorola Facilities, Hong Kong Gold Coast Hotel/Casino expansion, Las Vegas, NV Mikai Hotel-public areas, Honolulu Equal Employment Opportunity, Washington, DC Clarkson Hospital, Omaha, NE
10 (10)	**WalkerGroup/CNI, Inc.** New York Los Angeles, Tokyo, London	13.12	14.55	195.0	3.60	7 20 20 38 26	PP PM JC SDR JDR	NA 80 50 38 30	200 150 110 90 50	8 16 5 5 145	DES JD CADD MBD TID	75 40 40 80 —	90 70 70 — —	Saks Fifth Avenue, Minneapolis The Bon, Seattle J. Walker Thompson-Corporate offices, Chicago Isetan, Tokyo Citibank, various locations	Saks Fifth Avenue, New York John Wanamaker, Philadelphia Rustan, Manila, Philippines Broadway, Santa Barbara, CA Universal Studios, Orlando, FL
11 (15)	**R.J. Pavlik, Inc. D/B/A/ The Pavlik Design Team** Ft. Lauderdale, FL Dallas, London	12.54	12.67	186.6	4.66	3 10 12 12 17	PP PM JC SDR JDR	NA 68 46 44 28	NA NA NA NA NA	8 5 3 — 70	DES JD CADD MBD TID	69 35 38 — —	NA NA NA — —	Strawbridge & Clothier, Cherry Hill, NJ Lord & Taylor, Plantation, FL Dayton Hudson, Oakland, MI Belks, Cary, NC Filenes, Kingston, MA	Strawbridge & Clothier, Philadelphia Lord & Taylor, Tysons, VA Belks, Raleigh, NC Dayton Hudson, Oakland, MI Foley's, Arlington, TX
12 (46)	**URS Consultants** Cleveland Atlanta, San Francisco, Paramus, NJ; Columbus, OH	12.00	60.00	25.0	1.89	— 6 — 6 —	PP PM JC SDR JDR	— 50 — 25 —	— 60 — 40 —	7 — 4 1 24	DES JD CADD MBD TID	30 — 25 30 —	50 — 40 — —	Vern Riffe Ctr. for Gov't & the Arts, Cleveland Akron City Hospital, Akron, OH Sears Store, Port Charlotte, FL Ferro Corporation Headquarters, Cleveland West Virginia University, Morgantown, WV	Nautica, Cleveland St. Thomas Hospital, Akron, OH West Virginia Univ. Research lab, Morgantown, WV University Hospitals, Cleveland United Way Corporation, Cleveland
13 (23)	**RTKL Associates, Inc.** Baltimore Dallas, Los Angeles, Washington, DC; Ft. Lauderdale, FL	10.88	64.00	225.9	4.30	— 7 10 — —	PP PM JC SDR JDR	— 45 35 — —	— 90 62 — —	12 12 — — 41	DES JD CADD MBD TID	38 31 — — —	65 50 — — —	Alex. Brown & Sons, Baltimore Tysons Corner Center, McLean, VA Democracy Plaza Marriott, Bethesda, MD Texas Commerce Bank, Dallas City Place, Dallas	Fairfax County Government Center, Fairfax, VA Fairfax office building B-3, Fairfax, VA Hyatt O'Hare ballroom addition, Chicago
14 (12)	**Hambrecht Terrell International** New York Chicago, Los Angeles, London	10.29	12.10	150.0	4.00	10 11 9 24 28	PP PM JC SDR JDR	NA 68 45 41 32	150 125 85 82 60	17 16 1 3 119	DES JD CADD MBD TID	56 33 37 50 —	105 60 65 — —	Marshall Field's, Columbus, OH Maison Blanche, Metairie, LA Goldsmith's, Memphis, TN Marshall Field's, Chicago Maison Blanche, Lakeland, FL	Bloomingdale's, Palm Beach Garden, FL Maison Blanche, Jacksonville, FL Maison Blanche, Orlando, FL Marshall Field's, Chicago Duty Free Shoppers, Honolulu
15 (13)	**Cole Martinez Curtis and Associates** Marina del Rey, CA Los Angeles	10.10	10.10	241.1	4.52	3 26 10 12 6	PP PM JC SDR JDR	NA NA NA NA NA	NA NA NA NA NA	19 14 3 2 95	DES JD CADD MBD TID	NA NA NA NA —	NA NA NA — —	Radisson Resort/Conf. Center, Palm Springs, CA Transamerica Insurance Group, Woodland Hills, CA May Company-Fashion Center, Northridge, CA May Company-Brea Mall, Brea, CA Gibson, Dunn & Crutcher, San Diego, CA	Ski Run Marina Hotel, South Lake Tahoe, CA Meier & Frank-Lloyd Center, Portland, OR May D & F-Crossroads Mall, Boulder, CO First Interstate Bancorp World HQ, Los Angeles Arthur Andersen & Co., Los Angeles
16 (22)	**Bonsignore Brignati & Mazzotta, P.C.** New York	10.08	11.29	73.50	.95	3 11 13 15 6	PP PM JC SDR JDR	NA 50 43 38 28	125 90 75 65 45	10 2 6 1 67	DES JD CADD MBD TID	48 30 34 40 —	63 50 55 — —	Chase Manhattan Bank, NA, New York New York Telephone Company, various locations New York Stock Exchange, New York Manufacturers Hanover Trust, New York QUICS, Queens, NY	Warner Communications, New York Rockefeller Center Management Corp., New York NYMEX/NYFE/NY Cotton Exchange, New York Chase Manhattan Bank, NA, New York The Mocatta Corporation, New York
17 (14)	**Cannon** Grand Island, NY Boston, St. Louis, Washington, DC; Buffalo & New York, NY	9.98	28.50	156.0	3.20	3 9 6 11 15	PP PM JC SDR JDR	NA 45 36 32 20	NA 75 60 50 35	15 10 10 3 82	DES JD CADD MBD TID	39 29 18 40 —	65 30 30 — —	Broward County Conv. Center, Ft. Lauderdale, FL Community General of Syracuse, Syracuse, NY Portsmouth Naval Shipyard, Portsmouth, NH St. Vincent 's Medical Center, Staten Island, NY Brooklyn Children's Psychiatric, Brooklyn, NY	Albany Medical Center, Albany, NY Bronx Lebanon Hospital, Bronx, NY Children's Medical Center, Petah Tikva, Israel Marine Midland Bank, Buffalo, NY Key Bank, Buffalo, NY
18 (20)	**Haines Lundberg Waehler, Architects Engineers & Planners** New York Basking Ridge, NJ; Al-Khobar, Saudi Arabia	9.59	27.40	158.7	2.60	4 9 14 18 8	PP PM JC SDR JDR	NA 65 42 35 30	175 119 77 65 54	13 3 — 2 71	DES JD CADD MBD TID	41 27 — 31 —	75 50 — — —	Jaguar Cars, Mahwah, NJ Warwick Advertising, New York Engelhard Corporation, Edison, NJ SIAC, Brooklyn, NY Tiffany & Company, New York	Schering-Plough DDF, Kenilworth, NJ Mellon Bank, Fort Lee, NJ Exxon International, Florham Park, NJ AT&T Communications, Melville, NY KEIO Gijuku New York Gakuin, Harrison, NY
19 (16)	**Howard Needles Tammen & Bergendoff** Kansas City, MO Phoenix, Los Angeles, Seattle, Milwaukee, Indianapolis, Boston, New York, Alexandria, VA	8.98	35.90	38.8	1.50	9 13 1 5 5	PP PM JC SDR JDR	NA 52 33 35 21	90 70 55 60 37	19 10 6 5 73	DES JD CADD MBD TID	31 20 28 30 —	38 25 45 — —	Jewish Community Center, Overland Park, KS Juvenile Detention Center, Indianapolis Anaheim Convention Center, Anaheim, CA Herberger Theatre, Phoenix Meridian Tech Center, Indianapolis	US West at Phoenix Plaza, Phoenix Central States Pension Fund, Rosemont, IL Indiana University Library, Bloomington, IN Peoria High School, Tempe, AZ Wisconsin Bell-Pewaukee, Pewaukee, WI
20 (11)	**Reel/Grobman & Associates** Los Angeles Santa Ana, San Jose & San Francisco, CA	8.65	8.65	190.0	3.00	5 8 6 10 10	PP PM JC SDR JDR	NA 65 40 35 24	125 90 65 60 45	30 25 10 2 106	DES JD CADD MBD TID	44 24 26 36 —	70 45 50 — —	Amgen, Inc., Thousand Oaks, CA Pharmacia Opthalmics, Monrovia, CA Asht on-Tate, San Jose, CA Denny's Inc., Irvine, CA Sun Microsystems, Menlo Park, CA	Dole Packaging, San Francisco Motorola, Cupertino, CA Ernst & Young, San Jose, CA Knapp, Petersen & Clarke, Glendale, CA Peat Marwick Main & Co., Los Angeles

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

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RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
21 (24)	**HKS, Inc.** Dallas Los Angeles, Tampa, FL	8.45	52.80	102.0	5.91	1 7 9 6 7	PP PM JC SDR JDR	NA 40 30 25 20	80 77 58 48 39	12 5 25 — 72	DES JD CADD MBD TID	33 20 NA — —	63 39 NA — —	J.C. Penny Company, Dallas Boatmen's Bancshares, Inc., St. Louis Cook Ft. Worth Children's Med. Ctr., Ft. Worth, TX Dr. Pepper & The Seven-Up Company, Dallas Brown Maroney & Oaks Hartline, Austin, TX	Boatment's Bancshares, Inc., Kansas City, MO Mobil Data Services, Ltd., London Winchester Medical Center, Winchester, VA Marquette General Hospital, Marquette, MI NCNB Texas, Dallas
22 (17)	**The Callison Partnership** Seattle San Diego	8.40	21.00	50.0	2.00	2 11 2 2 1	PP PM JC SDR JDR	NA NA NA NA NA	85 70 57 63 33	22 10 — — 50	DES JD CADD MBD TID	NA NA — — —	48 33 — — —	Nordstrom Pentagon City, Washington, DC Nordstrom Arden Fair, Sacramento, CA Pacific First Federal, Seattle Washington Mutual Financial Group, Seattle Lane Powell Moss & Miller, Seattle	Nordstrom Garden State Plaza, Paramus, NJ Nordstrom Santa Barbara, Santa Barbara, CA Boeing Employees Credit Union, Tukwila, WA Westroads Shopping Center, Omaha, NE Cellular One/Telepage Northwest, Seattle
23 (—)	**Jung/Brannen Associates, Inc.** Boston New York, Hartford, CT; Istanbul, Turkey	8.03	17.41	150.0	4.50	2 6 3 2 3	PP PM JC SDR JDR	NA 45 37 30 24	150 87 65 58 45	7 4 2 — 29	DES JD CADD MBD TID	38 24 24 — —	63 48 42 — —	Aetna Life and Casualty, Hartford, CT Springfield Institute for Savings, Springfield, MA Citicorp NYSU, Long Island City, NY Aetna Life and Casualty, Quincy, MA Thomas H. Lee Company, Boston	Trinity Street Offices, Hartford, CT New England Telephone, Boston Aetna Life and Casualty, Hartford, CT Massachusetts General Hospital Labs, Boston Florida Progress, St. Petersburg, FL
24 (57)	**Architectural Interiors/ Interior Design, Inc.** Chicago & Los Angeles New York, London, Paris, Tel Aviv, Warsaw	7.65	7.65	52.6	1.60	13 20 7 14 2	PP PM JC SDR JDR	NA 45 45 38 28	120 70 65 60 40	19 18 2 3 98	DES JD CADD MBD TID	44 26 NA 50 —	75 40 56 — —	Cooks County Courts, Chicago Motorola, Chicago IBM, Santa Monica, CA Rockwell Int'l-Rocketdyne Div., Canoga Park, CA Sears, Columbus, OH	Northern Trust, Chicago Crown Home Furnishings, NY & Charlotte, NC First Interstate Bank Operation Ctr., Los Angeles City of Los Angeles, Los Angeles American Airlines, El Segundo, CA
25 (—)	**Kohn Pedersen Fox Conway Associates, Inc.** New York	7.60	9.50	239.9	2.30	4 12 — 1 —	PP PM JC SDR JDR	NA NA — NA —	150 110 — 74 —	68 — 3 2 90	DES JD CADD MBD TID	NA — NA NA —	55 — 35 — —	Bally's tower addition, Atlantic City, NJ Capital Cities/ABC, Inc., New York MONY Financial Services, New York Milgrim Thomajan & Lee P.C., New York C.J. Lawrence/Morgan Grenfell, New York	Viacom International, New York Cleary Gottlieb Steen & Hamilton, New York Laventhol & Horwath, New York FCB/Leber Katz Partners, New York Odyssey Partners, New York
26 (29)	**SCR Design Organization, Inc.** New York	7.29	8.10	94.0	3.00	4 10 6 10 8	PP PM JC SDR JDR	NA 55 41 37 28	NA 95 85 75 75	16 4 5 2 65	DES JD CADD MBD TID	44 26 34 NA —	80 85 85 — —	Citicorp, New York Newsday, New York ADP, New York Morrison, Cohen, Singer & Weinstein, New York Young & Rubicam, New York	Citicorp, Tampa, FL Citicorp, New York Omnicom, New York Viking Penguin, New York VNU Business Information Systems, New York
27 (27)	**The Hillier Group** Princeton, NJ Philadelphia	7.21	25.30	125.0	1.75	1 4 5 5 2	PP PM JC SDR JDR	NA 50 40 38 25	150 95 75 70 45	7 4 — — 28	DES JD CADD MBD TID	33 23 — — —	60 40 — — —	McCormack & Dodge, Natick, MA Johnson & Johnson, various locations Squibb Building 1, Lawrenceville & Princeton, NJ American Re-Insurance, New York New Jersey Resources, Wall Township, NJ	Janssen Pharmaceutical, Hopewell, NJ Xerox Square Master Plan, Rochester, NY Towers Perrin, Philadelphia
28 (25)	**Retail Planning Associates** Columbus, OH New York, Seattle Westwood, NJ; Melbourne, Australia	7.14	7.75	82.0	2.65	3 6 3 14 6	PP PM JC SDR JDR	NA 60 35 30 22	150 110 65 55 35	16 3 2 9 62	DES JD CADD MBD TID	45 30 25 75 —	78 55 38 — —	Sears Mexico, Perisur, Mexico Prange's, Green Bay, WI Ames, Hartford, CT Antilla, Helsinki, Finland Pascal, Thornhill, Canada	Brookstone, Peterborough, NH Jusco, Tokyo Ford Motor Company, Detroit National Bank of Detroit, Detroit US Postal System, Washington, DC
29 (41)	**Perkins & Will** Chicago New York, Washington, DC, London	7.07	26.20	205.0	5.85	3 5 4 5 —	PP PM JC SDR JDR	NA 43 35 32 —	150 95 85 70 —	22 17 4 1 61	DES JD CADD MBD TID	36 23 24 29 —	70 80 55 — —	AT&T Data Systems, Naperville, IL Frankel & Company, Chicago Kuwait University, Kuwait City Arthur J. Gallagher, Rolling Meadows, IL Applied Technology Center, Grand Rapids, MI	Hotel Macklowe, New York Continental Illinois Bank, Chicago Sara Lee, Deerfield, IL Time Life Building, Chicago Kraft, Northfield, IL
30 (19)	**The Miller Organization Inc.** New York	6.99	8.63	145.0	3.55	4 5 3 5 8	PP PM JC SDR JDR	NA 55 46 37 27	150 93 90 70 70	9 5 5 1 45	DES JD CADD MBD TID	47 32 27 60 —	90 70 70 — —	Shearson Lehman Hutton Inc., New York Merrill Lynch & Co., Inc., Princeton, NJ Dean Witter Reynolds Inc., New York Coopers & Lybrand, New York Junction Advisors, New York	Merrill Lynch & Co., Inc., Princeton, NJ Dean Witter Reynolds Inc., New York Nomura International, London State of New Jersey, Trenton, NJ Hotel Magna, Cancun, Mexico
31 (43)	**The Architects Collaborative, Inc.** Cambridge, MA San Francisco	6.96	24.00	295.0	3.90	1 8 2 — —	PP PM JC SDR JDR	NA 53 40 — —	150 95 75 — —	13 18 2 4 48	DES JD CADD MBD TID	43 27 30 35 —	76 45 50 — —	Camp Dresser & McKee HQ, Cambridge, MA TJX Headquarters, Framingham, MA US General Mail Faciltiy, Worcester, MA Sun Microsystems, Westford, MA NE Mem'l Hosp. Doctors Bldg., Stoneham, MA	The Amiri Diwan, Kuwait Kuwait Postal Center, Kuwait Northeastern University Library, Boston US Embassy, Cairo, Egypt

NA indicates information not available — indicates information not applicable to category and/or firm.

32 (51)	**Smith, Hinchman & Grylls Associates, Inc.** Detroit Phoenix, Washington, DC	6.91	28.80	120.2	3.99	1 4 — — —	PP PM JC SDR JDR	NA 55 — — —	130 85 — — —	9 2 2 1 19	DES JD CADD MBD TID	43 30 30 45 —	65 45 45 — —	Beckman Inst./Sci. & Tech., Urbana-Champaign, IL Wayne State Univ.-Clinical Research Bldg., Detroit Mercy Hospital, Janesville, WI FBI field offices, 40 sites across the US BASF-Coatings/Colorant, R&D Ctr., Southfield, MI	Dickinson Wright law offices, Detroit Univ. IL-Plant/Aninml lab, Urbana-Champaign, IL Michael Reese Hospital renovation, Chicago Spec. Oper. Intell. Fac., Wright-Patterson AFB, OH
33 (28)	**Space Design International Inc. (SDI)** Cincinnati Los Angeles, Tampa, FL	6.82	8.22	83.0	3.80	5 14 9 8 18	PP PM JC SDR JDR	NA 60 37 34 20	125 87 65 55 40	25 23 3 30 135	DES JD CADD MBD TID	37 21 23 23 —	60 40 40 — —	Clearwater Mall, The Hahn Co., Clearwater, FL Quantum Chemical Corp., Cincinnati Federated/Allied dept. stores, various locations P.A. Bergner & Co., various locations The Limited, various locations	Hickory Farms, various locations Westchester Ridge, Faison, Cincinnati Montgomery Ward, various locations Contempo Casuals, various locations JMB/Urban Development, various locations
34 (40)	**CUH2A** Princeton, NJ	6.25	25.00	NA	3.40	11 2 4 2 3	PP PM JC SDR JDR	NA 49 44 35 29	125 90 68 51 43	14 6 3 3 48	DES JD CADD MBD TID	39 22 35 NA —	29 33 43 — —	Union County Correctional Facility, Elizabeth, NJ Trenton State College-5 bldg. units, Trenton, NJ Hoechst-Celanese, Short Hills, NJ AT&T, Whippany, NJ Merck, Sharp & Dohme, West Point, PA	Hoechst-Celanese, Morristown, NJ DAMCO, Florham Park, NJ Merck & Co.-Parkway Towers, Woodbridge, NJ Pitney, Hardin, Kipp & Szuch, Florham Park, NJ
35 (37)	**NBBJ/Business Space Design** Seattle San Francisco, New York, Columbus, OH; Phoenix & Tucson, AZ; Charleston & Raleigh, NC	6.21	6.34	98.3	4.68	4 12 9 5 14	PP PM JC SDR JDR	NA 40 34 32 21	110 68 58 55 36	12 13 5 2 76	DES JD CADD MBD TID	38 21 25 40 —	65 36 43 — —	Generra Sportswear, Seattle GNA, Seattle Huntington National Bank HQ, Columbus, OH B. Altman's, New York Eddie Bauer-regional stores, USA	Univar Corporation Headquarters, Kirkland, WA Squire, Sanders & Dempsey, Columbus, OH State Automobile Insurance Co., Columbus, OH Tiffany & Co., Tokyo Dept. of Economic Security-State of AZ, Phoenix
36 (26)	**Griswold, Heckel & Kelly Associates, Inc. (GHK)** New York Chicago, Boston, Denver, Schaumburg, IL	6.17	7.00	235.0	4.20	12 10 12 12 15	PP PM JC SDR JDR	NA 45 38 36 20	95 83 60 50 35	34 10 8 5 118	DES JD CADD MBD TID	29 20 32 34 —	55 33 45 — —	Ameritech Information Systems, Chicago Arthur Andersen & Co., various IL & OH locations Sterling Drug, New York Mercer Medinger Hansen, Chicago Information Builders, New York	Navistar, Chicago Munich American Reinsurance, New York Citicorp, New York & Chicago Andersen Consulting, New Jersey Dean Witter Reynolds, NY & midwest locations
37 (30)	**Flad & Associates** Madison, WI; Gainesville, FL & White Plains, NY	6.15	17.75	37.8	1.47	5 13 — — 10	PP PM JC SDR JDR	NA 47 — — 17	100 66 — — 29	5 2 5 4 44	DES JD CADD MBD TID	27 17 24 35 —	40 28 39 — —	Baxter Healthcare Corporation, Round Lake, IL Pharmafair, Tampa, FL Shands Teaching Hosp.-Phase 3, Gainesville, FL St. Francis Medical Center, Peoria, IL Honeywell, Bloomington, MN	Northwestern Mutual Life, Milwaukee Armstrong World Industries, Lancaster, PA Univ. of WI Center for Health Sci., Madison, WI St. Michael's Hospital, Stevens Point, WI
38 (56)	**DBI, Inc.** Washington, DC Vienna, VA	6.00	6.00	92.0	3.40	2 12 — 4 2	PP PM JC SDR JDR	NA 44 — 20 18	125 75 — 52 34	7 2 7 3 39	DES JD CADD MBD TID	33 18 23 41 —	60 34 85 — —	Network Solutions, Herndon, VA Theodore Roosevelt Bank, Washington, DC Vanguard Technologies, Fairfax, VA Reinforced Earth Corporation, McLean, VA GSA, Washington, DC	Odin, Feldman & Pittleman, Fairfax, VA Central Fidelity Bank, Fairfax, VA McDermott, Will & Emery, Washington, DC
39 (55)	**Robinson Mills + Williams** San Francisco San Jose, Walnut Creek & Santa Rosa, CA	5.91	8.13	72.6	2.08	10 13 7 — 13	PP PM JC SDR JDR	NA 47 37 — 29	115 85 66 — 52	8 4 3 4 62	DES JD CADD MBD TID	46 23 30 28 —	82 41 54 — —	Apple City Center, Cupertino, CA Hitachi America Ltd.-regional HQ, Brisbane, CA Temple Emanu-El, San Francisco Graham & James law offices, San Francisco Bank of the West, San Jose, CA	JMB Properties, San Francisco & Oakland, CA Genstar Corporation, San Francisco Tandem Computers, Cupertino, CA Arthur Andersen, San Francisco Pomare retail store, Honolulu
40 (32)	**The Switzer Group, Inc.** New York	5.88	6.00	130.0	2.00	4 4 3 3 2	PP PM JC SDR JDR	NA 65 54 50 40	150 100 95 90 75	6 5 4 4 35	DES JD CADD MBD TID	35 33 33 NA —	90 90 75 — —	Integrated Resources, New York Blue Cross/Blue Shield, New York Hill Samuel, New York Continental Insurance, Piscataway, NJ Trademark Services, New York	NYNEX Mobile Communications, Orangeburg, NY Chase Manhattan Bank, Brooklyn, NY Citibank, NA, New York Knight Ridder, New York Nutri-Systems, Inc., Willow Grove, PA
41 (52)	**The Phillips Janson Group Architects, P.C.** New York	5.80	6.05	47.0	1.00	4 15 8 7 4	PP PM JC SDR JDR	NA 50 37 40 29	138 95 68 60 40	10 12 — 2 62	DES JD CADD MBD TID	44 27 — NA —	86 55 — — —	Loews Corporation, New York Swiss Re Holding (N.A.), Inc., New York Hertzfeld & Rubin, P.C., New York F. Schumacher & Co., various locations The National Funds, Greenwich, CT	Time, Inc., New York Bankers Trust Company, New York Image Business Systems, New York NBC, New York Chemical Bank, New York
42 (38)	**Interior Architects Inc. (IA)** San Francisco New York, Los Angeles	5.80	5.80	75.0	2.25	6 15 7 8 4	PP PM JC SDR JDR	NA 45 32 29 25	90 80 57 52 45	14 4 2 3 63	DES JD CADD MBD TID	34 24 39 NA —	60 43 70 — —	Kohlberg Kravis Roberts & Co. (KKR), New York Nabisco Brands HQ-Phase II, East Hanover, NJ IBM Sales & Marketing office, Stockton, CA The Clorox Company HQ, Oakland, CA Merrill Lynch-retail sales office, San Francisco	Security Pacific Nat'l Bank, San Francisco Bank of America, Los Angeles JMB/Urban Development, Century City, CA Paul, Hastings, Janofski & Walker, New York The Meadow Club, Fairfax, CA
43 (—)	**HDR, Inc.** Omaha, NE Chicago, Dallas, Denver, Phoenix, Seattle, Minneapolis, Alexandria, VA; Austin, TX; Charlotte, NC; Fresno, CA; White Plains, NY	5.59	88.81	103.6	2.60	— 3 — — —	PP PM JC SDR JDR	— 57 — — —	— 102 — — —	3 6 2 1 15	DES JD CADD MBD TID	37 24 31 45 —	66 43 56 — —	Lied Performing Arts Center, Lincoln, NE Community Health Center, San Bernardino, CA OPPD Energy Plaza, Omaha, NE Children's Hospital of Wisconsin, Milwaukee Fair Oaks Hospital, Fairfax, VA	Huntingdon Memorial Hospital, Pasadena, CA St. Mary's Hospital, West Palm Beach, FL Med. Ctr.-Bowman Grey School Winston Salem, NC Quincy City Hospital, Quincy, MA Regional Medical Center, Moreno Valley, CA

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
44 (34)	**The International Design Group** Toronto New York, London	5.45	6.05	95.0	2.00	9	PP	NA	140	30	DES	50	70	City Plaza, Birmingham, England Unicenter, Buenos Aires, Argentina La Maison Simons/dept. store, St. Foy, Quebec Hazelton Lanes/specialty shopping center, Toronto The Schofield Centre, Leedo, England	Castle Court/shopping centre, Belfast, Ireland Antwerp Avenue Centre, Antwerp, Belgium Sheppard Centre, Toronto Crawley Town Centre Mall, Crawley, England Santiago shopping centre, Chile, South America
						—	PM	—	—	3	JD	35	70		
						—	JC	—	—	—	CADD	—	—		
						20	SDR	70	95	1	MBD	NA	—		
						20	JDR	NA	70	83	TID	—	—		
45 (45)	**STUDIOS Architecture** San Francisco & Washington, DC London	5.36	7.00	45.0	1.35	5	PP	NA	125	19	DES	41	45	Norwest Corporation & Norwest Bank, Minneapolis Silicon Graphics Computer Syst, Santa Clara, CA Orrick, Herrington & Sutcliffe, San Francisco Milnicov, Kaufman, et. al., Baltimore Morgan Stanley & Company, San Francisco	3 Com Corporation, Santa Clara, CA Morgan Stanley International, London Office/Comptroller of the Currency, Washington, DC Apple Computer, Inc., training fac., Cupertino, CA Littler, Mendelson, Fastiff & Tichy, San Francisco
						12	PM	55	90	14	JD	22	45		
						9	JC	38	55	4	CADD	32	65		
						11	SDR	36	45	4	MBD	35	—		
						6	JDR	26	40	84	TID	—	—		
46 (39)	**Greenwell Goetz Architects, P.C.** Washington, DC Vienna, VA	5.01	5.01	58.0	1.45	3	PP	NA	110	8	DES	36	61	Dominion Bank of Northern Virginia, McLean, VA Ringling Bros., et. al./combined shows, Vienna, VA Home Owners Warranty Corporation, Arlington, VA	Edison Electric Institute, Washington, DC Collier, Shannon & Scott, Washington, DC Pettit & Martin, Washington, DC The John Akridge Company, Washington, DC Spiegel & McDiarmid, Washington, DC
						8	PM	50	80	2	JD	24	47		
						—	JC	—	—	—	CADD	—	—		
						3	SDR	39	65	1	MBD	NA	—		
						12	JDR	29	52	37	TID	—	—		
47 (54)	**Sverdrup Corporation** Maryland Heights, MO St. Louis, Dallas, Phoenix, Seattle, Washington, DC, New York, Orlando, FL	4.95	113.40	38.5	4.40	1	PP	NA	NA	14	DES	32	54	PBG Biomedical, Kansas City, MO Ernst & Young, various locations Emerson Electric Co., St. Louis NASA, Cleveland	Hershey Chocolate Company, Hershey, PA Lambert International Airport, St. Louis US Postal Savings, various locations Riverport-The Sverdrup Corp., St. Louis
						11	PM	50	80	4	JD	20	35		
						5	JC	40	65	2	CADD	26	45		
						6	SDR	28	48	3	MBD	NA	—		
						10	JDR	18	40	56	TID	—	—		
48 (64)	**Jon Greenberg & Associates, Inc.** Berkley, MI	4.88	4.88	85.5	2.75	2	PP	NA	141	14	DES	NA	68	Miles Fox, Warren, MI Abercrombie & Fitch, Columbus, OH Sears, Roebuck & Co., Chicago K Mart Corporation, Michigan Cornell University Bookstore, Ithaca, NY	Lerner New York/The Limited Inc., Columbus, OH Winkelman's/Petrie, Michigan Children's Hospital, Detroit Joslins/Mercantile, Denver Jos. A. Banks Clothiers, Baltimore
						9	PM	NA	95	15	JD	NA	58		
						—	JC	—	—	5	CADD	NA	58		
						—	SDR	—	—	2	MBD	NA	—		
						—	JDR	—	—	47	TID	—	—		
49 (44)	**Descon Interiors Incorporated** New York	4.75	4.80	85.0	1.50	4	PP	NA	NA	7	DES	53	77	Public Service Mutual Insurance, New York Harper & Row, New York Mattel, Inc., New York National League for Nursing, New York The Equitable, New York	Grey Advertising, New York New York State Department of Health, New York Credit Lyonnais, New York Metropolitan Transportation Authority, New York Union Carbide Corporation, Danbury, CT
						9	PM	50	85	4	JD	25	55		
						1	JC	75	80	3	CADD	25	45		
						7	SDR	35	75	2	MBD	45	—		
						5	JDR	20	50	42	TID	—	—		
50 (—)	**The Falick/Klein Partnership, Inc.** Houston Irvine & Oakland, CA	4.57	6.80	41.3	1.32	2	PP	NA	180	8	DES	43	68	Memorial Northwest Hospital, Houston AMI/Irvine Medical Center, Irvine, CA DCH Regional Medical Center, Tuscaloosa, AL Riverside Community Hospital, Riverside, CA Northeast Medical Center Hospital, Humble, TX	
						5	PM	56	85	1	JD	30	50		
						4	JC	47	65	4	CADD	32	35		
						20	SDR	28	45	2	MBD	26	—		
						12	JDR	25	40	58	TID	—	—		
51 (49)	**Whisler-Patri** San Francisco	4.50	10.00	70.0	3.00	2	PP	NA	135	8	DES	42	75	Next, Inc., Redwood City, CA Industrial Indemnity, San Francisco Apple Training Center, San Jose, CA Lombardia, San Francisco Bancroft Avery McAllister, San Francisco	Ritz Carlton Hotel, San Francisco Hills Plaza, San Francisco East Bay Municipal Utility District, Oakland, CA Chevron Corporation, Oxnard, CA Landels, Ripley & Diamon, San Francisco
						7	PM	55	105	2	JD	24	45		
						5	JC	37	85	4	CADD	NA	75		
						8	SDR	32	55	2	MBD	55	—		
						5	JDR	21	45	43	TID	—	—		
52 (47)	**LCP Assoc., Inc.** New York	4.50	4.50	70.0	.75	5	PP	NA	150	6	DES	60	100	Recruit USA, New Jersey Rosenman & Colin, New York Skadden Arps Slaye et. al., New York Cordon & Black, New York Morgan Cewis Bockius, New York	Manhattan East Suite Hotel, New York Rosenman & Colin, New York Black Rome Comisey et. al., PA New York Stock Exchange, New York Skadden Arps Slaye et. al., New York
						10	PM	58	100	6	JD	28	50		
						1	JC	55	80	5	CADD	50	80		
						6	SDR	45	85	2	MBD	NA	—		
						2	JDR	28	50	43	TID	—	—		
53 (53)	**Associated Space Design, Inc. (ASD, Inc.)** Atlanta Washington, DC; Tampa, FL	4.50	4.73	88.0	3.01	8	PP	NA	100	23	DES	40	45	Fulton County Government Center, Atlanta Chase Manhattan Bank Education, Tampa, FL Travelers Companies Regional HQ, Orlando, FL Largo Regional Service Center, Largo, FL Price Waterhouse Regional offices, Atlanta	AT&T Regional Headquarters, Atlanta IBM/One Franklin Sq. Reg. HQ, Washington, DC Long, Aldridge and Norman, Atlanta First American Bank Regional HQ, Atlanta
						8	PM	50	65	7	JD	28	35		
						—	JC	—	—	1	CADD	NA	35		
						—	SDR	—	—	1	MBD	NA	—		
						—	JDR	—	—	48	TID	—	—		
54 (18)	**Ryan Gibson Bauer Kornblath, P.A.** Middletown, NJ New York	4.28	6.00	80.0	1.00	4	PP	NA	150	15	DES	44	60	Educational Testing Service, Princeton, NJ Merrill Lynch, New York 111 Broadway, New York Information Technology Center/NJIT, Newark, NJ	Information Technology Center/NJIT, Newark, NJ Runway Hotel and Casino, West Wendover, NV Port Authority/NY & NJ-Wld. Trade Ctr., New York Rutgers University-Nelson Hall, Piscataway, NJ R. Woods Johnson Med. Ctr., New Brunswick, NJ
						4	PM	67	100	15	JD	28	45		
						10	JC	53	75	12	CADD	31	75		
						5	SDR	37	65	6	MBD	50	—		
						4	JDR	20	45	75	TID	—	—		

NA indicates information not available — indicates information not applicable to category and/or firm.

55 (62)	**Interprise** Chicago, Dallas, Los Angeles, Oakbrook, IL	4.19	4.60	14.0	2.69	7 11 8 5 5	PP PM JC SDR JDR	NA 42 34 30 21	110 90 70 60 45	15 13 5 3 72	DES JD CADD MBD TID	28 20 30 42 —	55 40 60 — —	Litigation Science, Chicago American Federal Bank, Dallas IBM, Dallas Information Consulting Group, Chicago Computer Associates, Chicago	Swift-Eckrich Corporation HQ, Downers Grove, IL Fremont Insurance, Glendale, CA TU Electric, Dallas American Hospital Publishing, Chicago Larson, Burnh am & Trutner, Oakland, CA
56 (—)	**Staffelbach Designs & Associates, Inc.** Dallas	4.19	4.60	51.0	1.52	2 10 5 4 4	PP PM JC SDR JDR	NA 40 32 32 27	115 75 NA 54 44	17 8 5 2 57	DES JD CADD MBD TID	33 18 25 40 —	62 32 56 — —	Vornado, Paramus, NJ Bozell Inc., Dallas Mobil Oil Corporation, Dallas Arthur Andersen, Dallas Rosewood Properties Corporate HQ, Dallas	ITI, Dallas R&B Management, Arlington, TX Pearle Health Services, Dallas Wilson Art-Ralph Wilson Plastics, Temple, TX
57 (31)	**3D/International** Houston Los Angeles, Phoenix, Seattle, Hong Kong, San Antonio, TX; Alexandria, VA; Sacramento, CA	4.17	21.20	8.8	2.95	3 4 4 7 8	PP PM JC SDR JDR	NA 65 45 35 30	150 100 70 55 48	12 8 5 3 54	DES JD CADD MBD TID	40 30 30 30 —	63 48 48 — —	Houston Area Research Center, Woodlands, TX Amoco consolidation, Houston Houston Museum of Natural Science, Houston Dept. of Army Sector Pentagon, Washington, DC Southeast Police Command Center, Houston	Texaco USA, Houston Univ./TX-Medical Research Bldg., Galveston, TX First Interstate Bank Operations Center, Houston Veterans Administration Medical Center, Houston Texas State Capitol, Austin, TX
58 (—)	**Space/Management Programs, Inc.** Chicago	4.14	4.60	39.4	.65	2 5 8 3 6	PP PM JC SDR JDR	NA 60 33 32 23	200 145 70 68 49	4 7 5 — 40	DES JD CADD MBD TID	44 24 23 — —	94 51 68 — —	Chicago Mercantile Exchange-N. Tower, Chicago Continental Illinois National Bank, Chicago LaSalle National Bank Service Center, Chicago Credit Agricole, Chicago Kemper Financial Services, Chicago	Mercantile Exchange-Trading Floor, Chicago New York Exchange Project, New York New offices-Wacker Drive, Chicago New offices-Michigan Avenue, Chicago Hill & Knowlton offices, Chicago
59 (42)	**SPGA Group Inc.** New York	4.05	4.50	84.7	1.10	4 6 4 3 5	PP PM JC SDR JDR	NA 55 38 30 22	100 85 65 58 45	6 3 — 5 36	DES JD CADD MBD TID	45 24 — NA —	73 40 — — —	Drug Enforcement Agency, New York Continental Insurance, Neptune, NJ Orion Pictures Corporation, New York Otis Elevator, New York North American Phillips, New York	Continental Insurance, Glens Falls, NY B. Altman/Bonwit Teller, New York Unicef, New York Munich Amer. Reinsurance, NY & Hartford, CT Coffee, Sugar, Cocoa Exchange, New York
60 (58)	**Architectural Interiors Incorporated** Washington, DC	3.99	3.99	33.6	3.24	5 5 — 7 9	PP PM JC SDR JDR	NA 50 — 35 30	90 75 — 65 42	10 15 3 4 58	DES JD CADD MBD TID	30 25 28 25 —	60 40 50 — —	Fannie Mae Headquarters Replan, Washington, DC IRS-North Capitol Street, Washington, DC Ctr. for Public Admin. & Services, Washington, DC Xerox USMG/ Custom Services, Washington, DC Corp. for Public Broadcasting, Washington, DC	Bureau of Labor Statistics, Washington, DC Freddie Mac Headquarters, Tyson's Corner, VA Architect of the Capitol, Washington, DC Kay Jewelers Headquarters, Alexandria, VA
61 (97)	**Heery Interiors/ Heery International** Atlanta San Francisco, London	3.63	4.45	23.2	1.92	3 7 — 2 —	PP PM JC SDR JDR	NA 55 — 35 —	125 86 — 55 —	14 7 3 2 38	DES JD CADD MBD TID	37 21 25 30 —	57 33 39 — —	MCI Headquarters-Expansion/Remodel, Atlanta American Cancer Society, Altanta Electrolux-Phase II, Atlanta Typhoon Lagoon-Walt Disney World, Orlando, FL UK Headquarters/Banker Trust Company, London	Glaxo Training Center, Raleigh-Durham, NC MCI Headquarters Consolidation, Atlanta Conoco UK, Ltd., Aberdeen, Scotland Hong Kong & Shanghai Bank, London Caldwell, Heggie & Helton, Chattanooga, TN
62 (59)	**Deupi and Associates, Inc.** Washington, DC Arlington, VA	3.62	4.02	303.6	8.43	2 14 — 14 2	PP PM JC SDR JDR	NA 52 — 41 30	100 75 — 65 45	5 2 5 1 45	DES JD CADD MBD TID	50 19 30 34 —	65 40 60 — —	Landmark Systems, Tysons Corner, VA Social Security, Falls Church, VA N.R.E.C.A., Washington, VA US Air, Arlington, VA Techworld Plaza, Washington, DC	W*USA, Broadcast Facility, Washington, DC Communications Workers/America, Washington, DC Dow, Lohnes & Albertson, Washington, DC Heron, Burchette, Ruckert et. al., Washington, DC The Assoc. for Manufacturing Tech., McLean, VA
63 (80)	**Hansen Lind Meyer** Iowa City, IA Chicago, New York, Denver, Baltimore, Orlando, FL	3.61	30.08	129.0	3.65	— — — 1 —	PP PM JC SDR JDR	— — — 17 —	— — — 31 —	10 6 — — 17	DES JD CADD MBD TID	33 18 — — —	61 33 — — —	Arnold Palmer Hosp./Perinatal Ctr., Orlando, FL Harrogate Life Care Com munity, Lakewood, NJ The Meadows Life Care Community, Essex, CT Flagler Hospital, St. Augustine, FL St. Patrick's Residence, Naperville, IL	Federal Correctional Institution, Jesup, GA US Postal Service Gen'l Mail Fac., Lake Mary, FL North Oaks Life Care Community, Baltimore Miami Valley Hosp. Women's Pav., Dayton, OH Azalea Trace, Pensacola, FL
64 (73)	**Vickrey/Ovresat/Awsumb Associates Incorporated** Chicago Orlando, FL	3.53	6.93	40.5	1.00	6 7 7 7 12	PP PM JC SDR JDR	NA 46 35 30 24	110 80 60 50 40	9 8 4 2 62	DES JD CADD MBD TID	39 29 29 40 —	65 50 50 — —	Comdisco, Rosemont, IL KPMG Peat Marwick, Minneapolis J. Walter Thompson, Chicago Burke Wilson, Chicago Hyatt Hawthorn Suites, Orlando, FL	Arnstein & Lehr, Chicago Bickel & Brewer, Chicago Prudential Realty Group, Chicago LaSalle National Bank, Chicago Univ./IL-Computer research lab, Champaign, IL
65 (21)	**Gwathmey Siegel & Associates Architects** New York Bedford, NY	3.53	10.07	50.0	.70	2 12 5 19 7	PP PM JC SDR JDR	NA 70 50 45 35	NA NA NA NA NA	— — 3 — 48	DES JD CADD MBD TID	— — 40 — —	— — 52 — —	McCann Erickson, New York DMB&B, New York Cornell University Agriculture Bldg., Ithaca, NY Cornell University Field House, Ithaca, NY Cornell University Theory Center, Ithaca, NY	Hanover House, Weehauken, NJ Disney Convention Center, Orlando, FL Janklow & Nesbit, New York Geffen office building, Beverly Hills, CA Oberlin College Student Center, Oberlin, OH
66 (63)	**Schafer Associates, Inc.** Oak Brook Terrace, IL	3.50	4.60	66.4	3.03	3 9 5 4 12	PP PM JC SDR JDR	NA 53 32 30 23	165 85 55 45 35	4 11 — 4 52	DES JD CADD MBD TID	45 23 — NA —	70 40 — — —	Belk, Winston-Salem, NC Carson Pirie Scott, Hawthorne, Vernon Hills, IL Carson Pirie Scott, Ford City, Chicago Parisian Forest Fair, Fairfield, OH Proffitt's, Asheville, NC	Belk, Greensboro, NC Salinas Y Rocha, San Augustin, Mexico Carson Pirie Scott, Lincolnwood, IL Metro Jaya, Kuala Lumpur, Malaysia Younkers, Moline, IL

*Rankings determined by fees before rounding.   All figures have been rounded off for the purpose of this ranking.

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	1989 INSTALLATIONS	1990 INSTALLATIONS
67 (33)	**The Office of Pierce Goodwin Alexander & Linville** Houston Dallas & Austin, TX; Tampa, FL	3.47	8.17	67.0	2.06	—	PP	—	—	8	DES	32	60	Neiman Marcus Mail Order Facility, Dallas	Pre-Trial Jail Facility, Jacksonville, FL
						5	PM	45	80	4	JD	20	38	District & Regional IRS offices, Dallas	Int'l Arrivals Building, Int'l Airport, Houston
						—	JC	—	—	1	CADD	30	50	Federal Reserve Bank Branch, Houston	SONAT, Houston
						4	SDR	35	65	1	MBD	28	—	NASA/Control Facility, Johnson Space Ctr., TX	Forensic Infirmary, Pompano Beach, FL
						—	JDR	—	—	23	TID	—	—	UMC Petroleum, Houston	Space Center Houston, Johnson Space Center, TX
68 (—)	**Russell Gibson Von Dohlen** Farmington, CT White Plains, NY	3.47	7.97	57.3	2.29	—	PP	—	—	5	DES.	38	60	Cigna, Bloomfield, CT	Hartford Insurance Group, Simsbury, CT
						1	PM	50	80	11	JD	26	45	The Hartford Courant, Hartford, CT	New Britain General Hospital, New Britain, CT
						2	JC	40	65	1	CADD	28	60	Digital, Rocky Hill, CT	Acmat, New Britain, CT
						—	SDR	—	—	1	MBD	30	—	Connecticut National Bank, Bridgeport, CT	Connecticut Public Television, Hartford, CT
						3	JDR	23	45	24	TID	—	—	Richard Gordon Interests, Hartford, CT	Coleseum Club, Hartford, CT
69 (36)	**Space Design Incorporated** Philadelphia Marlton, NJ	3.47	4.33	175.0	2.61	3	PP	NA	93	15	DES	25	55	Clark Ladner et. al., Philadelphia	Miller Anderseon & Sherrerd, Bala Cynwyd, PA
						9	PM	40	80	—	JD	—	—	Johnson & Higgins of PA, Philadelphia	Kidder Peabody & Co., Boston
						11	JC	35	65	40	CADD	20	45	Karr-Barth Associates, Bala Cynwyd, PA	Rawle & Henderson, Philadelphia
						—	SDR	—	—	1	MBD	25	—	PECO, Chesterbrook, PA	Saul Ewing Remick & Saul, Philadelphia
						—	JDR	—	—	79	TID	—	—	State of New Jersey, Trenton, NJ	Horn Kaplan Goldberg et. al., Atlantic City, NJ
70 (35)	**Burt Hill Kosar Rittelmann Associates** Butler, PA Pittsburgh, Philadelphia, Fort Meyers, FL; Washington, DC	3.38	17.24	53.0	1.80	2	PP	NA	110	13	DES	33	58	Blue Cross of Western Pennsylvania, Pittsburgh	Biomedical Science Tower, Pittsburgh
						18	PM	30	65	14	JD	19	40	Radisson Hotel, Pittsburgh	NV Ryan, Eastern United States
						—	JC	—	—	7	CADD	20	40	WTOP, Washington, DC	1650 Arch Street, Philadelphia
						5	SDR	25	45	14	MBD	NA	—	Mellon Independence Center-restack, Philadelphia	Logan Square, Philadelphia
						—	JDR	—	—	73	TID	—	—	NV Ryan, Eastern United States	
71 (77)	**Butler Rogers Baskett** New York	3.34	3.93	88.0	.88	5	PF	NA	150	7	DES	45	82	University of Hartford, Hartford, CT	Dewey, Ballantine, Bushby et. al., New York
						4	PM	50	92	9	JD	28	51	Lord Day & Lord, Barrett Smith, New York	Anderson Kill Olick & Oshinski, New York
						4	JC	48	88	3	CADD	35	64	Random House, New York	Debevoise & Plimpton, New York
						6	SDR	46	85	1	MBD	58	—	Apple Computer, Inc., Paris	United Nations, New York
						8	JDR	45	83	47	TID	—	—	Morrison & Foerster , New York	Whitman & Ransom, New York
72 (136)	**C.H.S. Planning and Design Corporation** New York	3.30	3.30	28.3	.80	2	PP	NA	125	3	DES	44	85	Teachers Insurance & Annuity Assoc., New York	Teachers Insurance & Annuity Assoc., New York
						6	PM	60	100	—	JD	—	—	May Merchandising Company, New York	May Merchandising, New York
						2	JC	50	90	1	CADD	50	100	NYNEX, New York	NYNEX, New York
						8	SDR	40	80	2	MBD	85	—	Olympia and York, New York	Olympia and York, New York
						3	JDR	30	60	27	TID	—	—	Equitable, New York	Croydon Furniture Systems, New York
73 (121)	**Wyatt Stapper Architects** Seattle	3.20	3.60	35.0	1.50	2	PP	NA	93	8	DES	30	49	USAA, Federal Way, WA	Nike,Inc., Beaverton, OR
						3	PM	45	73	10	JD	26	43	Bogle & Gates, Seattle	IBM, Kirkland, WA
						6	JC	40	65	5	CADD	28	46	North American Morpho Systems, Tacoma, WA	Immunex Inc., Seattle
						8	SDR	35	58	1	MBD	43	—	Chubb & Son, Inc., Seattle	Kibble & Prentice, Seattle & Bellevue, WA
						7	JDR	24	40	55	TID	—	—	Exec. Quarters/law offices, Seattle & Bellevue, WA	Thai Airways, nationwide
74 (60)	**Daroff Design Inc. & DDI Architects PC** Philadelphia	3.13	3.66	165.0	2.25	4	PP	NA	185	8	DES	50	75	Prudential EHO, Ft. Washington, NJ	Capital Blue Cress, Harrisburg, PA
						6	PM	50	100	5	JD	30	35	Revlon Headquarters relocation, New York	Mobil Oil, various PA & NJ locations
						4	JC	50	90	4	CADD	30	40	Prudential, South Plainfield, NJ	Sharples, Warminster, PA
						6	SDR	50	80	4	MBD	30	—	Mobil Oil regional operations center, Malvern, PA	Philadelphia Int'l Airport, Philadelphia
						4	JDR	30	50	45	TID	—	—	Comcast Cable Co. HQ & oper. centers, various	Hewlett Packard, Philadelphia
75 (68)	**TKLP The Kling-Lindquist Partnership, Inc.** Philadelphia	3.10	31.00	87.5	1.09	1	PP	NA	120	11	DES	40	63	IBM, Valley Forge, PA	Duane Morris & Heckscher, Philadelphia
						7	PM	60	100	6	JD	20	35	Merrill Lynch, Washington, DC	Glaxo Inc., Reserach Triangle Park, NC
						—	JC	50	75	7	CADD	35	50	Drexel University, Philadelphia	Thomas Jefferson University, Philadelphia
						2	SDR	30	55	2	MBD	50	—	Intelligence & Security Command, Ft. Belvoir, VA	Merrill Lynch, Denver
						—	JDR	18	30	36	TID	—	—	Sterling Drug, Montgomery County, PA	Penn Mutual, Philadelphia
76 (—)	**Mitchell Asssociates, Inc.** Wilmington, DE Philadelphia	3.04	3.80	25.0	1.50	7	PP	NA	NA	16	DES	25	NA	ICI Americas, Wilmington, DE	St. Vincent's Hosp. Med. Ctr., Staten Island, NY
						12	PM	35	NA	1	JD	NA	NA	Morris Nichols Arsht & Tunnell, Wilmington, DE	Meridian Callowhill, Reading, PA
						—	JC	—	—	5	CADD	20	NA	Himont, USA, Wilmington, DE	Forsyth Memorial Hospital, Winston-Salem, NC
						2	SDR	22	NA	2	MBD	NA	—	DuPont Information Systems Div., Wilmington, DE	St. Christopher's Children's Hosp., Philadelphia
						—	JDR	—	—	45	TID	—	—	DuPont, Charlotte, NC	City of Philadelphia, Philadelphia
77 (126)	**O'Donnell Wicklund Pigozzi & Peterson Architects, Inc.** Deerfield, IL	3.01	9.93	29.0	4.70	—	PP	—	—	14	DES	35	71	Allstate Life, Deerfield, IL	Illinois Bell Telephone Learning Center, Chicago
						4	PM	45	82	5	JD	27	55	Addolorata Villa, Wheeling, IL	Allstate Life, Deerfield, IL
						—	JC	—	—	1	CADD	23	42	Arthur Andersen Club House, St. Charles, IL	Ela Public Library, Lake Zurich, IL
						—	SDR	—	—	1	MBD	38	—	Allstate Regional Oper. Ctr., Farmingville, NY	Wood Dale Police & Village Hall, Wood Dale, IL
						—	JDR	—	—	25	TID	—	—	Franciscan Village, Lemont, IL	Franciscan Village, Lemont, IL

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78 (70)	**Quantrell Mullins & Associates Inc.** Atlanta	2.89	2.89	36.2	.90	2	PP	NA	110	9	DES	NA	60	Halstead Indst., Inc./I&D Ctr., High Point, NC	Halstead Indust., Inc./Corp. HQ, Greensboro, NC
						5	PM	NA	80	1	JD	NA	45	Emory University Hospital/'E' wing, Atlanta	Henrietta Egleston Hosp. for Children, Atlanta
						—	JC	—	—	1	CADD	NA	55	Hamilton Med. Ctr./N. Burkett Bldg., Dalton, GA	Prudential Bank & Trust, Atlanta
						2	SDR	NA	65	1	MBD	NA	—	AMCA International, Ltd., Charlotte, NC	Smith, Helms, Mullis & Moore, Greensboro, NC
						—	JDR	—	—	21	TID	—	—	First Union Corp./exec. offices, Charlotte, NC	Life Insurance Co. of GA, Atlanta
79 (65)	**The H. Chambers Company** Baltimore Lylord Clay, Nassau, NP Bahamas	2.88	3.20	68.9	1.30	2	PP	NA	100	6	DES	28	55	Baltimore Gas & Electric Company, Baltimore	Princess Cruise Lines, Trieste, Italy
						2	PM	45	90	7	JD	21	45	Army Depot, New Cumberland, PA	Ft. Lee Officers Club, Petersburg, VA
						8	JC	38	75	1	CADD	25	60	National Insurance Board, Nassau, Bahamas	The Reefs Hotel, Southampton, Bermuda
						1	SDR	30	45	3	MBD	32	—	Philadelphia Country Club, Philadelphia	Philmont Country Club, Huntingdon Valley, PA
						2	JDR	18	40	32	TID	—	—	Merrill Lynch, Baltimore	Penta Hotel, Newark Airport, Newark, NJ
80 (71)	**BSHA, Inc.** San Diego	2.86	6.70	40.0	2.00	2	PP	NA	85	8	DES	30	53	La Jolla Centre II, San Diego	Koll Center II, San Diego
						5	PM	40	70	4	JD	20	35	San Diego Design Center, San Diego	East Mesa Detention Facility, San Diego
						—	JC	—	—	2	CADD	27	50	Ernst & Young, San Diego	Medtronics, San Diego
						4	SDR	30	55	2	MBD	40	—	San Diego Rehabilitation Hospital, San Diego	Coopers & Lybrand, San Diego
						—	JDR	—	—	27	TID	—	—	Pacific Corporate Center, San Diego	Litton Industries, San Diego
81 (79)	**Ward-Hale Design Associates, Inc.** Washington, DC Vienna, VA	2.86	2.86	55.0	1.10	3	PP	NA	100	4	DES	35	55	Seventh Day Advertisers, Washington, DC	Hechingers, Landover, MD
						8	PM	45	70	6	JD	25	45	MCI-Mid Atlantic Division, Crystal City, VA	Washington Home, Washington, DC
						—	JC	—	—	4	CADD	28	45	Citizens Bank of Maryland, Columbia, MD	Sovran Bank, Hyattsville, MD
						2	SDR	30	55	2	MBD	28	—	Group Health Association, Washington, DC	Nat'l Association of Letter Carriers, Herndon, VA
						5	JDR	23	45	34	TID	—	—	Mortgage Bankers of America, Washington, DC	Student Loan Marketing Assoc., Washington, DC
82 (—)	**Rosen Perry Preston, Inc.** New York	2.85	2.91	55.0	1.00	3	PP	NA	NA	4	DES	50	85	Simpson Thacher & Bartlett, New York	Museum of Broadcasting, New York
						6	PM	63	95	5	JD	29	45	Pepsi Cola World Beverage HQ, Somers, NY	Merck & Co., Inc., Somerset, NJ
						4	JC	50	75	—	CADD	—	—	Murtha, Cullina, Richter & Pinney, New Haven, CT	Pepsi Co. World Headquarters, Purchase, NY
						4	SDR	45	65	1	MBD	NA	—	Spears, Benzak, Saloman & Farrell, New York	DDB-Needham Worldwide, Inc., New York
						5	JDR	29	45	32	TID	—	—	Four Seasons-Grill Room, New York	Grey Advertising, New York
83 (69)	**Ehrlich-Rominger** Los Altos, CA San Francisco, Sacramento & Newport Beach, CA	2.85	9.50	100.0	3.00	3	PP	NA	NA	17	DES	40	79	Apple Comp.-Factory/Admin. offices, Fremont, CA	Hewlett Packard/Software labs, Santa Clara, CA
						20	PM	45	90	10	JD	20	42	Hewlett Packard Building 4, Roseville, CA	Puritan Bennett, Carlsbad, CA
						10	JC	35	68	7	CADD	35	68	Advanced Cardiovascular Systems, Santa Clara, CA	Nichols Research Inst., San Juan Capistrano, CA
						15	SDR	32	58	5	MBD	50	—	Intel D2 Technical Center, Santa Clara, CA	IBMI Rolm Exec. Presentation Ctr., San Jose, CA
						15	JDR	20	42	102	TID	—	—	Micron Technology Bldgs./Admin. HQ, Boise, ID	Univ. of CA/Davis Engineering Unit 2, Davis, CA
84 (75)	**Eaton Design Group, Inc.** McLean, VA	2.85	2.85	36.0	1.20	4	PP	NA	125	6	DES	29	49	Drug Enforcement Administration, Alexandria, VA	Institute for Defense Analyses, Alexandria, VA
						8	PM	35	55	1	JD	15	45	Science Applications Int'l Corp., McLean, VA	Visix Corporation, Reston, VA
						4	JC	27	48	5	CADD	24	30	Software Productivity Consortium, Herndon, VA	Centel Information Systems Company, Reston, VA
						9	SDR	25	54	3	MBD	35	—	Epstein, Becker & Green, Washington, DC	Computer Associates, Inc., Reston, VA
						3	JDR	14	32	43	TID	—	—	Watt, Tieder, Killian & Hoffar, McLean, VA	ICF, Inc., Fairfax, VA
85 (—)	**Ellerbe Becket, Inc.** Minneapolis Los Angeles, New York, Chicago, St. Louis, Washington, DC; St. Paul, MN; Kansas City, MO	2.81	74.99	104.9	14.88	3	PP	NA	100	32	DES	49	78	US West, Minneapolis	Marquette University, Milwaukee, WI
						12	PM	55	88	12	JD	28	46	Princess Cruise Ships-Star Princess, Los Angeles	Princess Cruise Ships, Los Angeles
						6	JC	42	65	6	CADD	28	46	Indiana Univ. Med. Research Bldg., Indianapolis	UCI/Steinhaus Hall, Irvine, CA
						7	SDR	30	47	2	MBD	NA	—	St. Luke's Methodist Hospital, Cedar Rapids, IA	State Office Building, Los Angeles
						4	JDR	20	33	84	TID	—	—	William Beaumont Hospital, Royal Oaks, MI	University Medical Center, Tucson, AZ
86 (—)	**Davis, Brody & Associates** New York	2.80	7.00	68.0	.84	5	PP	NA	150	15	DES	40	70	AT&T, Allentown, PA	Lincoln Center for the Performing Arts, New York
						7	PM	50	100	20	JD	25	45	Cornell Univ. Biotechnology Center, Ithaca, NY	395 Hudson Street Associates, New York
						10	JC	40	70	—	CADD	—	—	MSK CC-Rockefeller Research Labs, New York	New York Public Library, New York
						10	SDR	30	50	2	MBD	NA	—	Davis, Brody & Associates, New York	Estee Lauder, Inc., New York
						5	JDR	25	45	74	TID	—	—	Dewey, Ballantine, Bushby et. al., Washington, DC	Deutsch, Inc., New York
87 (100)	**KZF, Incrporated** Cincinnati	2.77	7.70	53.0	1.10	2	PP	NA	NA	6	DES	NA	NA	RiverCenter Embassy Suites Hotel, Covington, KY	Open-office planning and relocations, Ohio
						2	PM	NA	NA	2	JD	NA	NA	Logistical Systems Operations Center, Ohio	Ohio Dept. of Transportation HQ, Columbus, OH
						1	JC	NA	NA	2	CADD	NA	NA	Cincinnati Bell, Inc., Cincinnati	Cincinnati Bell Info. Systems, Inc., Cincinnati
						—	SDR	—	—	1	MBD	NA	—	Bethesda Hospital Women's Program, Cincinnati	Frost & Jacobs Law offices, Cincinnati
						—	JDR	—	—	16	TID	—	—	DuBois Chemical Company, Cincinnati	
88 (—)	**Harley Ellington Pierce Yee Associates, Inc. (HEPY)** Southfield, MI Denver, Los Angeles, Seattle, Orlando, FL; Windsor, Ontario	2.75	13.87	35.0	.70	1	PP	NA	NA	3	DES	NA	NA	ITI Automotive, Auburn Hills, MI	Chrysler Technology Center, Auburn Hills, MI
						1	PM	NA	NA	3	JD	NA	NA	St. Hugo of the Hill Church, Bloomfield, MI	The Kellogg Company, Battle Creek, MI
						—	JC	—	—	—	CADD	—	—	Bowne of Detroit, Inc., Detroit	Ford Motor Company/Utica Trim Plant, Utica, MI
						—	SDR	—	—	—	MBD	—	—	St. Luke's Hosp./Pediatric IC Unit, Saginaw, MI	St. Luke's Hosp./Labor-Deliv.-Recov., Saginaw, MI
						—	JDR	—	—	8	TID	—	—	Campbell-Mithun-Esty Adv. Agency, Southfield, MI	Ford Motor Company, Dearborn, MI
89 (85)	**The Stubbins Associates, Inc.** Cambridge, MA	2.67	15.47	29.0	.81	2	PP	NA	NA	4	DES	37	66	Bank One, Indianapolis	Suffolk County Jail, Boston
						3	PM	52	94	1	JD	30	54	Atlantic Mutual Companies, Giralda Farms, NJ	Systems Mgmt. Engineering Fac., Bedford, MA
						1	JC	45	81	1	CADD	28	51	Kimball Furniture showroom, Boston	The Charles Stark Draper Lab. Inc., Cambridge, MA
						1	SDR	38	69	1	MBD	35	—	Koppelman & Page, Boston	Associates for Int'l Research, Inc.,
						—	JDR	—	—	14	TID	—	—	Ramada Renaissance Hotel, East Brunswick, NJ	

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
						NO. OF EM-PLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EM-PLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
90 (50)	**Gresham, Smith and Partners** Nashville, TN Birmingham & Huntsville, AL; Jacksonville, FL	2.64	13.92	54.1	1.56	3	PP	NA	100	12	DES	36	63	Continental Insurance Company, Nashville, TN Port Columbus Airport, Columbus, OH Ford Glass Plant, Nashville, TN Ernst & Whinney, Birmingham, AL Alabama Power Renovation, Birmingham, AL	Service Merchandise Corp. office, Nashville, TN Overnite Trucking Company, Richmond, VA Nemours Children's Clinic, Jacksonville, FL Alabama Judicial Center, Montgomery, AL
						6	PM	36	65	4	JD	29	42		
						—	JC	—	—	1	CADD	32	55		
						1	SDR	32	55	1	MBD	NA	—		
						2	JDR	20	35	30	TID	—	—		
91 (74)	**Steinmann Grayson Smylie** Los Angeles Sacramento, CA	2.61	2.90	13.7	.38	5	PP	NA	110	6	DES	44	60	CCH Computax, Torrance, CA Beverly Hills Police Dept., Beverly Hills, CA Beverly Hills City Hall, Beverly Hills, CA Transamerica/Occidental Life, Los Angeles	National Medical Enterprises, Santa Monica, CA San Joaquin Cty. Human Serv. Bldg., Stockton, CA San Joaquin Cty. Courts/Admin. Bldg., Stockton, CA Transamerica/Occidental Life, Los Angeles Montgomery Engineering, Pasadena, CA
						5	PM	42	70	4	JD	32	50		
						1	JC	36	60	—	CADD	—	—		
						—	SDR	—	—	3	MBD	NA	—		
						—	JDR	—	—	24	TID	—	—		
92 (—)	**Spillis Candela & Partners Interiors** Coral Gables, FL Orlando & West Palm Beach, FL; Washington, DC	2.60	2.70	113.8	1.72	1	PP	NA	150	11	DES	31	57	Stearns Weaver Miller et. al., Miami, FL Deloitte Haskins + Sells, CPA, Miami, FL American Automobile Association, Orlando, FL General Development Corporation, Miami, FL Federal Systems Division of IBM, Washington, DC	Barnett Banks, Inc., Jascksonville, FL USAA, Tampa, FL Southeast Bank, N.A., Tampa, FL Lee County Justice Center, Fort Myers, FL South FL Water Mgmt. District, W. Palm Beach, FL
						7	PM	43	90	5	JD	20	38		
						4	JC	29	55	3	CADD	30	55		
						1	SDR	45	55	2	MBD	45	—		
						—	JDR	—	—	34	TID	—	—		
93 (160)	**Folgers Architects & Facility Design, Ltd. (formerly Facility Design Assoc., Inc.)** Chicago Miami, FL	2.52	2.66	64.5	1.08	4	PP	NA	90	3	DES	31	50	Sidley & Austin, New York Savings & Loan Network, Inc., Chicago Chicago Board of Trade, Chicago CBOT Trading Floor, Chicago LIT America, Chicago	Fireman's Fund, Chicago Sidley & Austin, New York LIT America, Chicago Northwestern University Medical School, Chicago CBT Trading Facilities, Chicago
						3	PM	39	65	3	JD	25	40		
						—	JC	—	—	2	CADD	34	55		
						3	SDR	30	50	1	MBD	40	—		
						4	JDR	25	40	23	TID	—	—		
94 (66)	**Ballinger** Philadelphia	2.50	10.00	235.0	3.70	—	PP	—	—	7	DES	35	58	Independence Blue Cross, Philadelphia Meridian Bank, Philadelphia Johnson & Johnson Inc., New Brunswick, NJ Bryn Mawr Hospital-west wing, Bryn Mawr, PA First Pennsylvania Bank Corp., Philadelphia	Johnson & Johnson consolidation, Skillman, NJ Bryn Mawr Hosp.-wing renovations, Bryn Mawr, PA First Pennsylvania Bank-Operations, Philadelphia Himont R&D Center-Phase I, Elkton, MD SKBL, Cleveland; Miami, FL & Van Nyes, CA
						5	PM	50	82	6	JD	22	36		
						—	JC	—	—	—	CADD	—	—		
						22	SDR	20	30	2	MBD	40	—		
						1	JDR	22	36	43	TID	—	—		
95 (131)	**Fitzpatrick Design Group, Inc.** New York	2.50	2.50	20.8	.85	3	PP	NA	200	4	DES	49	80	Jordan Marsh, Burlington, MA Higbees Men's Shop, Cleveland Bloomingdale's, Tyson's Corner & McLean, VA Bloomingdale's-cosmetics/accessories, New York Bonwit Teller, Buffalo, NY	Dayton Hudson Dept. Stores Co., Burnsville, MN Century 21, Inc., New York Jordan Marsh, Somerville, MA Jordan Marsh, Braintree, MA Bloomingdale's Mall of America, Bloomington, MN
						5	PM	50	90	1	JD	30	50		
						2	JC	42	70	—	CADD	—	—		
						1	SDR	40	60	1	MBD	NA	—		
						3	JDR	26	35	20	TID	—	—		
96 (96)	**Hendrick Associates, Inc.** Atlanta	2.48	2.48	69.0	2.90	3	PP	NA	95	12	DES	NA	53	Contel Corp./Administrative Headquarters, Atlanta Oglethorpe Power Corporation, Tucker, GA Contel Corp./Information Services, Atlanta Norrell Corporation, Atlanta Prudential-Bache Securities, Atlanta	Trinity Washington, Atlanta Oglethorpe Power Corporation, Tucker, GA 254 Washington Street, Atlanta IBM, Raleigh, NC RTM, Atlanta
						6	PM	NA	75	4	JD	NA	35		
						—	JC	—	—	2	CADD	NA	60		
						—	SDR	—	—	—	MBD	—	—		
						—	JDR	—	—	27	TID	—	—		
97 (91)	**Einhorn Yaffee Prescott, Architecture & Engineering, PC** Albany, NY Washington, DC	2.48	9.55	34.4	.28	2	PP	NA	115	5	DES	27	45	Albany Inernational, Albany, NY Skidmore College-res. hall, Saratoga Springs, NY New York State Education Bldg./fl. 5, Albany, NY Ellis Hospital/Fac. Replacement, Schenectady, NY Apple Computer, Albany, NY	Corning Administrative/Service Ctr., Corning, NY General Electric Co., Bldg. 37, Schenectady, NY VA Med. Ctr.-Psych./Outpatient Fac., Northport, NY Albany County Courts, Albany, NY Sage Hall, Cornell University, Ithaca, NY
						2	PM	NA	85	2	JD	20	35		
						—	JC	—	—	2	CADD	22	37		
						—	SDR	—	—	—	MBD	—	—		
						—	JDR	—	—	13	TID	—	—		
98 (84)	**Forrest Design Group, Inc. (formerly Forrest/Bodrug Partners, Inc.)** Toronto Ottawa; Montreal; Calgary; West Palm Beach, FL	2.34	2.47	33.8	1.93	2	PP	NA	100	5	DES	30	50	NCR Canada, Toronto Central Guarantee Trust-offices, Toronto Sceptre Resources, Calgary, Alberta Teknion Furniture-offices & showroom, Toronto	National Bank, Toronto Ministry/Northern Dev't & Mines, Sudbury, Ontario Central Mortgage & Housing, Ottawa Metropolitan Toronto Housing, Toronto Canada Post Corporation, Ottawa
						4	PM	42	75	4	JD	20	40		
						3	JC	40	75	4	CADD	24	60		
						2	SDR	35	60	1	MBD	25	—		
						—	JDR	—	—	25	TID	—	—		
99 (98)	**Dean Tucker Shaw, Inc.** Boston	2.29	2.83	20.0	.57	4	PP	NA	125	4	DES	28	50	Gaston & Snow, Boston Plymouth Rock Assurance Corp., Boston Palmer & Dodge, Boston Digital Equipment Corp./Bldg. 2, Littleton, MA 111 Devonshire, Boston	Gaston & Snow, Boston Forum Corporation, Boston Plymouth Rock Assurance Corp., Boston Palmer & Dodge, Boston Tobey Hospitzl, Wareham, MA
						13	PM	40	80	2	JD	20	35		
						2	JC	28	50	2	CADD	30	50		
						—	SDR	—	—	1	MBD	NA	—		
						4	JDR	24	40	32	TID	—	—		
100 (93)	**GK Associates** New York Edison, NJ	2.27	2.27	34.0	1.27	2	PP	NA	125	2	DES	45	65	Tudor Investment Corporation, New York Applied Graphics Technologies, New York U.S. News & World Report, New York Constitution Re-Insurance, New York Cotler, Inc., New York	MacFadden Publishing, New York Refco Commeditites, New York Cigna Health Plan, Maitland, FL Phone Programs, New York Learning International, New York
						3	PM	45	65	4	JD	25	45		
						2	JC	35	55	2	CADD	35	50		
						2	SDR	35	55	1	MBD	NA	—		
						4	JDR	25	45	22	TID	—	—		

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

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JANUARY 1990

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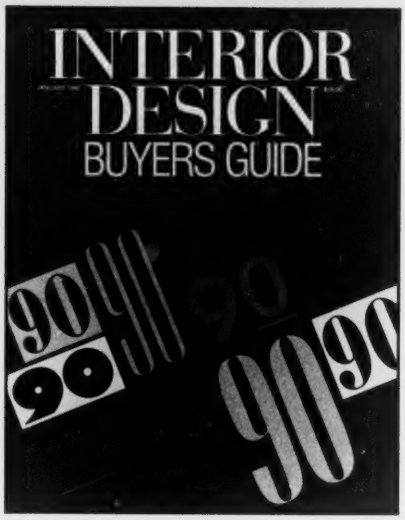
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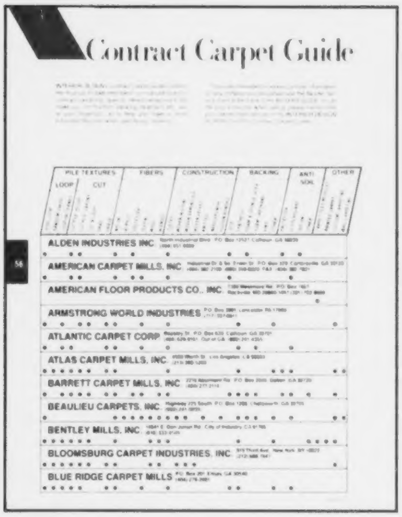
Contract Carpet Guide

PILE TEXTURES — LOOP — CUT — FIBERS — CONSTRUCTION — BACKING — ANTI SOIL — OTHER

ALDEN INDUSTRIES INC
AMERICAN CARPET MILLS, INC
AMERICAN FLOOR PRODUCTS CO., INC
ARMSTRONG WORLD INDUSTRIES
ATLANTIC CARPET CORP
ATLAS CARPET MILLS, INC
BARRETT CARPET MILLS, INC
BEAULIEU CARPETS, INC
BENTLEY MILLS, INC
BLOOMSBURG CARPET INDUSTRIES, INC
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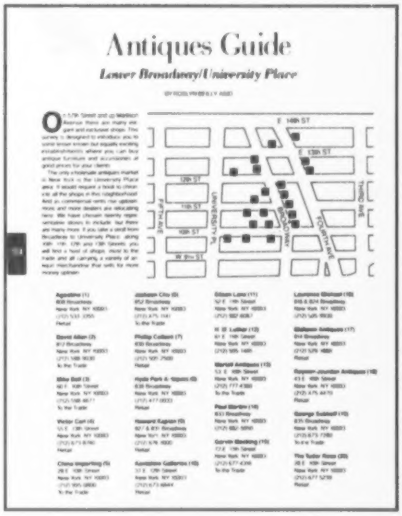

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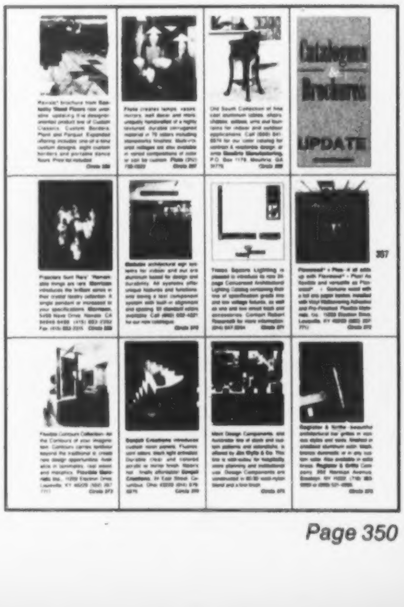

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The 1989 Office Furniture Dealer Giants

Consolidation and concentration among dealers means designers may find it more difficult to get all the products they need from one source. What are the other implications of the tightening circle of major dealerships and manufacturers?

BY ALAN ZIMMERMAN, BILL DeJIANNE, AND DAN ZIMMERMAN

Designers have seen some changing aesthetic options in the 1980s, as large manufacturers have merged and combined forces. But consolidation and concentration ("the C&C trend") among dealers affects designers even more, because it affects the people designers deal with on a day-to-day basis.

A merger shook up the current Dealer Giants listing by catapulting International Business Interiors (Des Plaines, IL), an amalgamation of Business Interiors (Des Plaines, IL) and Contract Interiors for Business (Chicago), into the number one ranking. The union took place on December 19, 1988, and for the first time in four years, the dealer with the highest volume of office furniture sales is not Empire Office Equipment, Inc. (New York).

As this decade of consolidation comes to an end, the tendencies of the past six years are sure to have major implications for the way design professionals work.

The following pages list the top 100 *Interior Design* Office Furniture Dealer Giants, ranked by dollar volume of furniture sales. (A tie in sales figures is broken by comparing square footage of furniture installed.) Also included for each dealer listing are: staff breakdown and size; main office and branch showroom locations; and the five major lines sold by the dealership, with the percentage of sales that each line represents. A separate chart, "Dealer Giants by State," can be used to locate Dealer Giants who are headquartered in a specific area.

Concentration Continues

The newest *Interior Design* Office Furniture Dealer Giants survey reveals that as total contract furniture sales continue to grow, fewer dealerships account for the big numbers. The Dealer Giants' share of the $7.8 billion office furniture market was more than 31 percent, up over one percent from last year, when the total market was about $7.2 billion.

Gary Bieritz, Senior Executive Vice President at International Business Interiors, said he believes the consolidation trend will continue. "The complexity of products and services required for a dealer to be successful today requires a vast financial base," Bieritz stated. Large clients, he added, want their dealer to be a consistent resource, and to be very solid financially. Thus while smaller dealerships will retain their niches in the marketplace, major projects will gravitate toward major dealers.

One result of the C&C trend is that designers will be forced to "shop around" more than ever in order to compare the product offerings of several manufacturers. Also, a favorite product offered by a smaller maker may be difficult to find: the Dealer Giants study indicates that dealers continue to increase their reliance on a small group of major manufacturers.

Designers hope what is developing is a tradeoff: fewer product choices at each individual dealer, but better service behind each product. Cary Johnson, Vice President and Principal at Mekus-Johnson (Chicago), is optimistic about that tradeoff. "It's probably a little too early for us to tell," he said, "but my perception is that if [dealers] are dealing with fewer lines, they would be more expert." Johnson adds that it makes sense to assume that a dealer who has dropped some of his major suppliers to concentrate on one particular line would become proficient with his one remaining line.

Certainly, there are exceptions to that rule, according to Diane Schroeder, Vice President and Director of Design at Griswold Heckel & Kelly Associates, Inc. (Chicago).

"I think for the most part it's true that the dealership which is focusing on one manufacturer is more expert. However, that's not always true," Schroeder said. "Some of the dealerships are not really equipped to handle a large project." This is particularly the case with projects that require an abundance of systems furniture, which is much more complex and demands dealer expertise for planning and installation.

Again this year, our top 100 dealers increased their dependence on a few main suppliers. Top five furniture lines now account for an average of three-quarters of a dealer's total sales volume. This figure has increased each of the last three years. Mentioned most frequently as top five lines were: Steelcase/Stow & Davis (cited by

54 percent of dealers), Kimball/Artec (41 percent), Gunlocke (26 percent), Haworth (17 percent), Herman Miller (17 percent), Vecta (17 percent) and Krueger (13 percent). Only two Dealer Giants in the Top 100 did not mention at least one of these manufacturers as a top five line.

Over two-thirds of the Giants reported that one line alone accounts for 20 percent or more of their total sales volume. While concentration in top five lines has increased over the past few years, concentration in *one* line has remained relatively constant.

Johnson and Schroeder agree that dealers' increased concentration on a few lines means harder work for designers.

"As long as the dealership still has the capability to carry a lot of manufacturers, it doesn't change the way designers do things," Schroeder said. However, she added, manufacturers now "leverage" dealers to make sure that their product is at the forefront of the dealer's sales efforts. As a result, dealers shrink their offerings to concentrate on fewer products, in order to satisfy manufacturers' demands.

When this happens, everyday life becomes trying for a designer. In a large project, where more than one major manufacturer is needed for systems, seating, and private office furnishings, designers are now forced to deal with two or three dealers. "It's making our job a little bit more difficult," Johnson said, "in that we're...having to dole out the specs in chunks."

The consequence is more hassle and more work, and it becomes harder to maintain competitive fees because of the extra work involved in coordinating a job. "Unfortunately," Johnson adds, "we haven't been able to recoup most of those expenses. If I have to go to two or three dealers now, when I used to have to go to only one, I can't turn around and ask the client to pay for that."

An issue which is perhaps more important is the matter of the C&C trend's effect on design integrity. Schroeder notes that it can be hard to find a dealer in the right place which handles the products she needs and knows enough about the technical aspects of those products to help her specify. The consequence is that she must sometimes abandon her first choice and use the product offered by the only qualified dealer available. Since very few dealers now carry all the lines designers want, designers are occasionally forced to make choices based on the quality of the dealer, not the product.

Design Departments Smaller—Especially in Manhattan

The Giants' design departments were significantly reduced in size from 1985 to 1987. This year, design departments stayed at roughly the same size as last year (about nine designers per dealer); however, total staff in dealerships grew by nearly five people. Thus, as a proportion of total staff, design departments decreased since our last survey, a sign that dealers are not attempting to maintain the size of these departments within their overall organizations. Instead, they are cultivating working relationships with design professionals outside of their dealerships.

In 1985, design staff represented over nine percent of total dealership personnel, with an average of ten designers in a pool of 106 employees. In 1988, designers comprised about seven percent of the average dealership's staff—a drop of over two percent in four years.

Johnson offers a reason why design departments in dealerships are not growing: "The independent design firms, because of the kind of work they do, tend to attract the best, most qualified designers." Because of the constraints imposed by working with the products of only one or two manufacturers, working as a designer within a dealership can mean significantly less artistic freedom.

While the slow downward trend in design departments has been apparent as a whole, in New York City the strength of the non-dealership design community has been even more apparent. In fact, among the ten Giants headquartered in New York City, the average design department consisted of 3.8 designers, five fewer than the national average. Several New York City dealerships report having no design department whatsoever. Considering that New York City dealers are among the most well-staffed dealerships on the list, their design departments are proportionally some of the smallest in the nation.

The Giant Dealer Giants

The last few years have brought many dealerships together in mergers, partnerships and conglomerations. A symptom of this trend has been the development of Giant Dealer Giants—holding companies which oversee the operation of several large dealerships.

Two of the largest are Josephson Office Products, Inc. (Chicago) and HMK Group Companies (Waltham, MA). The following is a breakdown of these firms and their subsidiaries among the Top 100.

Holding Company	Dealership	Rank
HMK Group Companies	International Business Interiors	1
	Business Interiors	5
	A. Pomerantz & Company	8
	Cole & Co.	83
Josephson Office Products, Inc.	Rucker Fuller Company	6
	Bestype Office Environments	17
	Wilson Business Products	24
	United Business Interiors	31

"I would be reluctant to tell my client to talk to a dealer's designer," said Doris Carroll, Senior Designer at John Blatteau and Associates (New York). "I don't know of any really good design people that would want to go to work in a dealership, at least not in New York City. I think it's probably different outside of New York."

Donald Sullivan, President and Principal of 45th-ranked M.G. West Company, San Francisco, says it is no surprise that dealers' design departments are not getting any larger. "The genuine design department

Continued

The 1989 Office Furniture Dealer Giants

Continued

[within a dealership] which sells design overtly is still the exception rather than the rule. We don't want to really compete with the design community…We don't do it all that much."

Sullivan notes that the trend within dealerships to become more comprehensive has not expanded to include total in-house design proficiency. While dealers have become expert at the technical aspects of specification (using CAD and similar services), they are still looking outside the confines of the dealership, especially in major markets where the design community is strong, for design-intensive projects.

Services—Leveling Off?

The average overall staff among Giants rose this year by approximately five people, and the difference can be accounted for mainly in the area of service employees. Service departments expanded by about three people, or nine percent per dealership, in 1988. But despite the increase in service personnel across the board, again this year fewer dealers reported adding new services. Only about half of the Giants said they offered a new service for customers in 1988, down from 62 percent in 1987 and 77 percent in 1986.

According to Sullivan, the slowdown in adding services is logical. "I think there are new services to add, but most dealerships are relatively small and they're trying to get their arms around the services they already have," he said.

Of the new services mentioned, the most common were "appearance management" (a general term which encompasses various "re" services—refinishing and refurbishing, for example) and CAD (computer-aided design, planning and carpentry). It seems now that almost all of the Dealer Giants have added CAD, the "in" service of the 1980s.

For the past few years, Giants have predicted that revenue from services will increase as they become more important in relation to products. However, the reported ratio between products and services has remained fairly constant again this year, with services accounting for about 11 percent of volume.

The Bottom Line

For the first time this year, dealers were asked to estimate their margin (the difference between the dealer's price tag for the customer and the manufacturer's price to the dealer). They report that for the last two years, margins have remained fairly steady at about 23 percent, and predict this trend will continue into next year.

Average total volume has increased this year, up about 5 percent to over $32 million. However, because of increased staff size, total sales per employee has remained constant at approximately $270,000.

The Last Word

The past four years have seen some slow and important change in the contract furniture business. The consolidation and concentration trend among manufacturers and dealerships, symptomatic of the way America did business in the 1980s, has changed the way designers work, affecting fees and aesthetic choices. "These are challenging times for the designer," said Johnson.

Radley Resources, Inc. is the nation's largest marketing research and consulting firm specializing in the contract furnishings industry. Alan Zimmerman is president, Bill DeJianne is researcher, and Dan Zimmerman is staff writer. The complete Dealer Giants study, including comprehensive regional breakdown and detailed statistical analysis, is available from Radley Resources. Please contact Bill DeJianne at 1-800-828-2226 for further information.

1989 DEALER GIANTS BY STATE

ARIZONA
27 Goodman's Furniture and Office Systems
43 Walsh Bros.

CALIFORNIA
6 Rucker Fuller
9 Coordinated Resources, Inc.
31 United Business Interiors
32 Eastman, Inc.
34 Kelly Business Furniture
38 California Business Interiors
46 M.G. West
53 FACS for Offices
61 Huntington Resource
80 Pacific Business Interiors
83 Universal Contract Interiors
88 Seal Furniture & Systems
89 Abbey Office Furnishings

COLORADO
29 Seal Furniture & Systems
77 Desks, Inc.
95 Business Interiors

CONNECTICUT
25 Lubin Business Interiors
51 Ehrlich Business Interiors

DISTRICT OF COLUMBIA
55 Ginns Business Furniture

FLORIDA
62 IDS (Formerly Livingston's)

GEORGIA
14 Ivan Allen Company
49 Carithers-Wallace-Courtney
50 DeKalb Office Environments

IOWA
86 Storey-Kenworthy

ILLINOIS
1 International Business Interiors
16 Office Equipment Co. of Chicago
21 Desks, Inc.
57 Office Concepts
59 Kayhan International
71 Thomas Interior Systems
81 Marshall Fields
91 D&L Office Furniture

KANSAS
37 Goldsmith's, Inc.

KENTUCKY
93 Intecon

MARYLAND
20 Commercial Office Environments
22 Baltimore Stationery Co.
28 Chas. Stott & Company
35 American Office Equipment Co.
39 Desks and Furnishings
44 Stern Office Furniture
56 Lucas Bros.
68 Price-Modern, Inc.

MASSACHUSETTS
4 Offices Unlimited
5 Business Interiors

MICHIGAN
13 Contract Interiors
78 Facility Services
99 Custer Office Environments

MINNESOTA
65 Metro Systems Furniture

MISSISSIPPI
54 Missco Corp.

MISSOURI
33 Scott Rice—Kansas City

NEBRASKA
69 All Makes Office Equipment Co.
82 Sheppard's Business Interiors

NEW JERSEY
7 New Jersey Office Supply
10 General Office Equipment Co.
23 Business Furniture, Inc.
26 Brenner Business Interiors
52 Max Blau & Son
73 General Office Interiors
94 Business Interiors, Inc.

NEW HAMPSHIRE
87 Office Dimensions, Inc.

NEW YORK
2 Empire Office Equipment
3 AFD Contract Furniture
11 Office Interiors/Dancker & Sellew
15 D. Waldner Co. Inc.
17 Bestype Office Environments
18 Furniture Consultants, Inc.
41 Desks, Inc.
45 Tobron Office Furniture Corp.
47 Contract Furnishings & Systems
66 Kramer Office Furniture
70 Wm. H. Prentice Co., Inc.
85 Macke Business Products
92 Stevens Office Interiors
97 The PML Furniture Group

NORTH CAROLINA
36 Office Environments
58 MacThrift Office Furniture
74 Raleigh Office Supply Co.

OHIO
12 Thomas W. Ruff & Co.
76 Ramsey Business Interiors

OKLAHOMA
42 Scott Rice—Tulsa

PENNSYLVANIA
8 A. Pomerantz and Company
75 Franklin Interiors
84 Cole & Co.
98 Transamerican Office Furniture, Inc.
100 LBM Office Environments

TENNESSEE
40 McQuiddy Office Designers
72 Mills Morris Office Furniture

TEXAS
19 Business Interiors (Miller)
24 Wilson Business Products
30 Furniture Marketing Group
48 McCoy Inc.
67 Rockford Business Interiors
90 Office Pavilion Corporate Furniture

VIRGINIA
60 Chasen's Business Interiors
79 Columbia Business Furniture, Inc.

WISCONSIN
63 Forrer Business Interiors, Inc.
64 Rowley-Schlimgen, Inc.

CANADA
96 Advance Business Centre

The 1989 Office Furniture Dealer Giants

RANK '89 (RANK '88)	COMPANY NAME CITY, STATE, PHONE	OFFICE FURN. SALES $/MIL.	TOTAL SQ. FT. (MILLIONS)	STAFF	SHOWROOMS/ SALES OFFICES	MAJOR LINES/ % OF DLR. SALES
1 (—)	**International Business Interiors** Des Plaines, IL 312-298-2140	117.8	8.0	SS 115 AM 52 SV 68 PT 5 ID 26	Des Plaines, IL	Steelcase/Stow & Davis 60 Kimball 3 Gunlocke 1 Vecta 1 Interface 2
2 (1)	**Empire Office Equipment, Inc.** New York, NY 212-349-5530	106.8	12.5	SS 66 AM 38 SV 69 PT 8 ID 5	New York, NY	Steelcase/Stow & Davis 50 Alma 10 Knoll 10 Kimball/Artec 4 Harter 5
3 (2)	**AFD Contract Furniture, Inc.** New York, NY 212-221-1999	93.4	7.2	SS 66 AM 30 SV 70 PT 35 ID 5	New York, NY	Steelcase/Stow & Davis 68 Kimball/Artec 5 Reff 3 SunarHauserman 3 IIL 3
4 (3)	**Offices Unlimited** Boston, MA 617-723-4200	70.0	N/A	SS 40 AM N/A SV N/A ID N/A	Boston, MA	Gunlocke N/A Geiger N/A Bernhardt N/A Myrtle N/A
5 (—)	**Business Interiors** Boston, MA 617-241-4900	66.0	2.0	SS 86 AM 19 SV 94 PT 10 ID 11	Boston, MA Shrewsbury, MA Providence, RI	Steelcase/Stow & Davis N/A Kimball/Artec N/A Gunlocke N/A Vecta N/A Burroughs N/A
6 (5)	**Rucker Fuller** San Francisco, CA 415-627-4600	66.0	7.0	SS 80 AM 60 SV 40 ID 20	San Francisco, CA San Jose, CA Walnut Creek, CA	Steelcase/Stow & Davis N/A Gunlocke N/A Kimball/Artec N/A Harbor/Benedetti N/A Geiger N/A
7 (16)	**New Jersey Office Supply** Whippany, NJ 201-386-8900	63.8	0.5	SS N/A AM N/A SV N/A ID N/A	Harrison/Hackensack,NJ New York/Amityville, NY Stratford/Stamford, CT Providence, RI	Steelcase/Stow & Davis 85
8 (7)	**A. Pomerantz & Comany** Philadelphia, PA 215-864-3000	63.5	6.9	SS 65 AM 100 SV 55 ID 10	Philadelphia, PA New Castle, DE Bellmawr, NJ Allentown, Pa	Steelcase/Stow & Davis N/A Gunlocke N/A Vecta N/A Krueger N/A
9 (15)	**Coordinated Resources, Inc.** Los Angeles, CA 213-655-8421	60.9	2.0	SS 45 AM 28 PT 4 ID 4	Los Angeles, CA San Francisco, CA San Jose, CA Phoenix, AZ	Herman Miller 40 Helikon 5 Kimball/Artec 3 Harpers 3 Gunlocke 2
10 (24)	**General Office Equipment Co.** Saddle Brook, NJ 201-845-0010	56.0	5.4	SS 55 AM 10 SV 40 PT 125 ID 2	Saddle Brook, NJ New Brunswick, NJ	Steelcase/Stow & Davis 77 SunarHauserman 6 Kimball/Artec 2 Gunlocke 1 Geiger 1
11 (12)	**Office Interiors/Dancker & Sellew** New York, NY 212-619-7171	55.0	2.5	SS 62 AM 32 SV 59 ID 13	New York, NY Branchburg, NJ	Steelcase/Stow & Davis 71 Kimball/Artec 2 HON 2 Vecta 2 Gunlocke 1
12 (13)	**Thomas W. Ruff & Co.** Columbus, OH 614-487-4000	54.2	22.0	SS 68 AM 62 SV 92 ID 24	Columbus, OH Orlando, FL Miami, FL Fort Lauderdale, FL	Steelcase/Stow & Davis 60 HON 5 Kimball/Artec 5 Inwood 2 Globe 2
13 (14)	**Contract Interiors** Southfield MI 313-358-2000	54.0	2.5	SS 50 SV 125	Southfield, MI	Steelcase/Stow & Davis 80
14 (8)	**Ivan Allen Company** Atlanta, GA 404-332-3099	50.0	N/A	SS 170 AM 263 PT 338 ID 18	Atlanta, GA	Steelcase/Stow & Davis 80 Myrtle 7 Haskell 5 HON 5
15 (18)	**D. Waldner Co., Inc.** Farmingdale, NY 516-694-1522	47.5	2.5	SS 26 AM 67 SV 102 ID 13	Farmingdale, NY Rye, NY	Steelcase/Stow & Davis 65 Kimball/Artec 10 Decabois 10 Various 15
16 (21)	**Office Equipment of Chicago** Chicago, IL 312-236-5858	46.6	N/A	SS 38 AM 102 SV 20 PT 25 ID 7	Chicago, IL	Steelcase/Stow & Davis 55 HON 10 Kimball/Artec 5 Reff 5 Miscellaneous 20
17 (4)	**Bestype Office Environments** New York, NY 212-888-9009	44.8	2.1	SS 29 AM 28 SV 30 ID 6	New York, NY	Steelcase/Stow & Davis 75 CorryHiebert 10 Alma 5
18 (17)	**Furniture Consultants, Inc.** New York, NY 212-337-4300	44.5	4.5	SS 63 AM 26 SV 31	New York, NY	Knoll 35 Geiger 6 SunarHauserman 3
19 (22)	**Business Interiors (Miller)** Arlington, TX 817-640-2406	44.3	5.5	SS 30 AM 25 SV 80 PT 40 ID 12	Arlington, TX Fort Worth, TX	Steelcase/Stow & Davis 60 HON 10 Vecta 5 Gunlocke 5 Alma 5
20 (10)	**Commercial Office Environments** Lanham, MD 301-459-2440	43.7	5.5	SS 48 AM 24 SV 8 ID 11	Lanham, MD McLean, VA Baltimore, MD	Steelcase/Stow & Davis 70 Menschoff 3 Milliken Carpet 1 Rose-Johnson 1 Shaw Walker .3

STAFF

SS-Sales (sales and support)

AM-Administrative Staff

PT-Part-time/Contract Labor

SV-Service (installation, warehouse and delivery)

ID-Interior Designers (registered architects and interior designers)

The 1989 Office Furniture Dealer Giants

RANK '89 (RANK '88)	COMPANY NAME CITY, STATE, PHONE	OFFICE FURN. SALES $/MIL.	TOTAL SQ. FT. (MILLIONS)	STAFF	SHOWROOMS/ SALES OFFICES	MAJOR LINES/ % OF DLR. SALES
21 (—)	**Desks Inc.** Chicago, IL 312-664-8500	40.0	N/A	SS 20 AM 30 SV 7 ID 4	Chicago, IL	Herman Miller N/A Kimball N/A Knoll N/A Allsteel N/A
22 (—)	**Baltimore Stationery Company** Baltimore, MD 301-366-6000	39.3	1.4	SS 59 AM 68 SV 58 PT 1 ID 4	Baltimore, MD Salisbury, MD Lanham, MD Newark, DE	Haworth 13 GF 12 Kimball 2 Alma 2 Cole 1.5
23 (35)	**Business Furniture, Inc.** Elizabeth, NJ 201-355-3400	39.2	1.7	SS 60 AM 30 SV 40 ID 10	Elizabeth, NJ Princeton, NJ New York, NY	Herman Miller 60 Kimball/Artec 6 Gunlocke 3 Meridian 3 Storwal 3
24 (19)	**Wilson Business Products** Houston, TX 713-868-6506	39.0	2.5	SS 80 AM 55 SV 19 PT 25 ID 10	Houston, TX San Antonio, TX Dallas, TX	Steelcase/Stow & Davis N/A Gunlocke N/A Kimball/Artec N/A SunarHauserman N/A
25 (37)	**Lubin Business Interiors** New Haven, CT 203-777-7221	38.4	15.0	SS 36 AM 20 SV 45 ID 9	New Haven, CT Stamford, CT	Steelcase N/A Kimball/Artec N/A Gunlocke N/A Vecta N/A
26 (36)	**Brenner Business Interiors** Newark, NJ 201-623-5490	35.0	1.5	SS 18 AM 60 SV 10 PT 3 ID 25	Newark, NJ Parsippany, NJ Princeton, NJ	Herman Miller 35 Kimball/Artec 25 GF 10 Artopex 5 Misc. 25
27 (27)	**Goodmans Furniture & Off. Sys.** Phoenix, AZ 602-263-1110	34.9	5.0	SS 50 AM 30 SV 30 ID 44	Phoenix, AZ	Herman Miller 65 Allsteel 7 Novikoff 5
28 (—)	**Chas. Stott & Company** Landover, MD 301-499-6004	34.4	2.6	SS 27 AM 22 SV 11 PT 45 ID 9		Herman Miller 60 Kimball/Artec 15 Vecta 10 Thonet 2
29 (33)	**Seal Furniture & Systems, Inc.** Denver, CO 303-777-3071	33.9	3.0	SS 32 AM 11 SV 30 ID 8	Denver, CO Colorado Springs, CO Long Beach, CA Palm Desert, CA	Steelcase/Stow & Davis 65 Benedetti 5 Wilfab 5 Shafer Brothers 3
30 (38)	**Furniture Marketing Group** Dallas, TX 214-630-6900	32.5	2.2	SS 14 AM 20 SV 50 PT 2 ID 4	Dallas, TX	Haworth 75 Reff 10 CorryHiebert 3 Jofco 3 Dunbar 2
31 (47)	**United Business Interiors** Los Angeles, CA 213-488-7000	32.4	2.5	SS 32 AM 20 SV 55 PT 20 ID 15	Los Angeles, CA Chicago, IL	Steelcase/Stow & Davis 70 Kimball/Artec 10 Taylor 5
32 (—)	**Eastman Inc.** Signal Hill, CA 213-490-1000	32.2	4.2	SS 61 AM 57 SV 65 PT 20 ID 7	Signal Hill, CA	Steelcase/Stow & Davis 30 Kimball/Artec 10 Harpers 8 Allsteel 5 Harter 5
33 (20)	**Scott Rice-Kansas City** Kansas City, MO 816-221-6025	32.0	1.0	SS 18 AM 15 SV 40 PT 30	Kansas City, MO Overland Park, KS	Steelcase/Stow & Davis 85 OFS N/A
34 (32)	**Kelly Business Furniture** Sunnyvale, CA 408-734-9330	31.5	4.5	SS 35 AM 12 SV 63 PT 4 ID 7	Sunnyvale, CA Hayward, CA	Haworth 55 Harpers 8 Kimball/Artec 7 Harbor 2 Salman 1
35 (40)	**American Office Equipment Co.** Baltimore, MD 301-539-7529	31.0	2.5	SS 40 AM 24 SV 35 PT 15 ID 8	Baltimore, MD Rockville, MD Fairfax, VA	Herman Miller N/A Kimball/Artec N/A Storwal N/A Meridian N/A Geiger N/A
36 (44)	**Office Environments** Charlotte, NC 704-357-3800	30.5	4.0	SS 43 AM 21 SV 57 PT 12 ID 15	Charlotte, NC Asheville, NC Jacksonville, FL Greenville, SC	Steelcase/Stow & Davis 80 Alma 4
37 (51)	**Goldsmith's, Inc.** Wichita, KS 316-263-0131	30.2	1.5	SS 18 AM 20 SV 53 PT 91 ID 20	Wichita, KS Dallas, TX Oklahoma City, OK	Herman Miller 60 Meridian 15 Tradex 15 GF 10 Helikon 5
38 (41)	**California Business Interiors** Santa Fe Springs, CA 213-903-7600	30.1	1.5	SS 28 AM 29 SV 37 ID 11	Sante Fe Springs, CA Los Angeles, CA Irvine, CA	Steelcase/Stow & Davis 70 Kimball/Artec 5 Gunlocke 4 Vecta 3 Metropolitan 1
39 (28)	**Desks and Furnishings** Laurel, MD 800-826-2850	30.0	1.0	ID 3	Laurel, MD	
40 (31)	**McQuiddy Office Designers** Nashville, TN 615-256-5643	28.5	2.5	SS 52 AM 90 SV 51 PT 29 ID 19	Nashville, TN Memphis, TN Knoxville, TN	Herman Miller 34 Kimball/Artec 12 Allsteel 9 Krueger 4

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41 (43)	**Desks Inc.** New York, NY 212-242-8300	28.5	1.4	SS 31 AM 24 SV 35 PT 30 ID 4	New York, NY	Steelcase/Stow & Davis 65 Halcon 10 Allsteel 5 Vecta 5 Smed 5
42 (9)	**Scott Rice-Tulsa** Tulsa, OK 918-628-1400	28.0	N/A	SS 35 AM 40 SV 62 PT 40 ID 12	Tulsa, OK Oklahoma City, OK Dinney, CO Wichita, KS	Steelcase/Stow & Davis N/A Vecta N/A SunarHauserman N/A Alma N/A HON N/A
43 (30)	**Walsh Bros.** Phoenix, AZ 602-252-6971	27.5	2.5	SS 65 AM 44 SV 90 PT 25 ID 16	Phoenix, AZ Tucson, AZ	Steelcase/Stow & Davis N/A Kimball/Artec N/A Krueger N/A United N/A Schafer N/A
44 (49)	**Stern Office Furniture** Capitol Heights, MD 301-336-9450	27.4	10.0	SS 45 AM 30 SV 80 PT 20 ID 7	Capitol Heights, MD Washington, DC	Kimball N/A Knoll N/A Haworth N/A B.M.I. Inc. N/A Whitehall Furniture N/A
45 (55)	**Tobron Office Furniture Corp.** New York, NY 212-245-5656	27.4	5.8	SS 25 AM 10 SV 10	New York, NY	Herman Miller 30 Knoll 18 Allsteel 15 SunarHauserman 5
46 (48)	**M. G. West** San Francisco, CA 415-861-4800	26.2	3.5	SS 26 AM 10 SV 9 PT 6 ID 6	San Francisco, CA Sacramento, CA	Westinghouse 45 CorryHiebert 12 Harter 10 Krueger 9 Taylor 7
47 (39)	**Contract Furnishings & Systems** New York, NY 212-727-3800	26.1	2.8	SS 24 AM 55 SV 25	New York, NY Boston, MA	Kimball/Artec N/A CorryHiebert N/A Haworth N/A Allsteel N/A SunarHauserman N/A
48 (61)	**McCoy Inc.** Houston, TX 713-697-2417	25.8	3.5	SS 32 AM 40 SV 95 PT 20 ID 7	Houston, TX	Steelcase/Stow & Davis N/A Gunlocke N/A Vecta N/A Reff N/A Jofco N/A
49 (56)	**Carithers-Wallace-Courtney** Atlanta, GA 404-493-8200	25.1	1.8	SS 30 AM 12 SV 49 ID 4	Atlanta, GA	Herman Miller 30 Kimball/Artec 30 Gunlocke 10 GF 5 Bernhardt 5
50 (46)	**DeKalb Office Environments** Atlanta, GA 404-633-3311	25.0	0.2	SS 40 AM 40 SV 40 ID 8	Atlanta, GA	Steelcase/Stow & Davis 80
51 (25)	**Ehrlich Business Furniture** Hartford, CT 203-522-5555	24.0	1.2	SS 18 AM 6 SV 12 ID 4	Hartford, CT	Haworth 45 SunarHauserman N/A CorryHiebert N/A Alma N/A Bernhardt N/A
52 (57)	**Max Blau & Son** Newark, NJ 201-642-4900	23.6	6.6	SS 10 AM 12 SV 20 ID 7	Newark, NJ	Haworth N/A HON N/A GF N/A Myrtle Desk N/A Metalstand N/A
53 (74)	**FACS for Offices, Inc.** San Francisco, CA 415-552-5660	23.0	3.0	SS 24 AM 12 SV 2 PT 25 ID 4	San Francisco, CA Pleasanton, CA	Haworth 60 Tab Products 20 Gunlocke 5
54 (34)	**Missco Corp.** Jackson, MS 601-948-8600	21.3	2.6	SS 150 AM 25 SV 60 ID 14	Jackson, MS Vicksburg, MS Meridian, MS Gulfport, MS	Herman Miller N/A Krueger N/A Hussey Seating N/A General Equipment Mfg. N/A Anderson Hickey N/A
55 (63)	**Ginns Business Furniture** Washington, DC 202-463-5100	21.1	3.2	SS 16 AM 10 SV 10 PT 20 ID 4	Washington, DC Hyattsville, MD	Allsteel 17 CorryHiebert 5 Vecta 5 Smed 5 Harter 3
56 (65)	**Lucas Bros., Inc.** Baltimore, MD 301-799-7700	20.9	0.8	SS 35 AM 30 SV 60 PT 30 ID 6	Baltimore, MD Salisbury, MD York, PA	Steelcase/Stow & Davis 80 Myrtle 2 Miller 2 Haskell N/A
57 (72)	**Office Concepts** Chicago, IL 312-527-0898	20.5	0.5	SS 10 AM 15 SV 15 ID 5	Chicago, IL	Steelcase/Stow & Davis 65 Kimball/Artec 3 Gianni 3
58 (70)	**MacThrift Office Furniture** Greensboro, NC 919-668-4195	20.2	2.5	SS 34 AM 29 SV 35 ID 9	Greensboro, NC Raleigh, NC Durham, NC Winston-Salem, NC	Allsteel N/A HON N/A Cole N/A Myrtle Desk N/A Panel Concepts N/A
59 (78)	**Kayhan International** Schaumburg, IL 312-843-5060	20.0	2.0	SS 13 AM 6 ID 8	Schaumburg, IL	Haworth 90 Shaw Walker 2 Dar-Ram/Patrician 3 CFI 3 Executive Furniture 2
60 (66)	**Chasen's Business Interiors** Richmond, VA 804-355-1768	19.9	3.0	SS 37 AM 14 SV 15 ID 8	Richmond, VA Norfolk, VA Alexandria, VA	Herman Miller N/A Kimball N/A GF Furniture N/A Phoenix N/A St. Timothy N/A

STAFF

SS-Sales (sales and support)
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PT-Part-time/Contract Labor
SV-Service (installation, warehouse and delivery)
ID-Interior Designers (registered architects and interior designers)

The 1989 Office Furniture Dealer Giants

RANK '89 (RANK '88)	COMPANY NAME CITY, STATE, PHONE	OFFICE FURN. SALES $/MIL.	TOTAL SQ. FT. (MILLIONS)	STAFF	SHOWROOMS/ SALES OFFICES	MAJOR LINES/ % OF DLR. SALES
61 (53)	**Huntington Resource** Pasadena, CA 213-681-7618	19.8	1.0	SS 21 AM 16 SV 26 ID 8	Pasadena, CA	Steelcase/Stow & Davis 85 Design Partnership 5 Anderson 5 HON 5
62 (64)	**IDS (Formerly Livingston's)** Tampa, FL 813-281-1144	19.3	5.2	SS 20 AM 8 SV 20 PT 40 ID 13	Tampa, FL St. Petersburg, FL Sarasota, FL	Steelcase/Stow & Davis 75 OFS 10 Alma 9 Vecta 5 Brayton 1
63 (68)	**Forrer Business Interiors, Inc.** Milwaukee, WI 414-271-8140	19.2	0.6	SS 22 AM 15 SV 26 ID 10	Milwaukee, WI	Steelcase/Stow & Davis 83 Krueger 10 Vecta 4.5 Jofco 2.5
64 (—)	**Rowley-Schlimgen, Inc.** Madison, WI 608-257-0521	19.0	2.0	SS 40 AM 45 SV 65 PT 10 ID 10	Madison, WI	Steelcase/Stow & Davis 77 HON 7 Rudd 3 Krueger 2
65 (78)	**Metro Systems Furniture** Eden Prairie, MN 612-944-2800	18.7	1.3	SS 18 AM 11 SV 17 ID 6	Eden Prairie, MN	Allsteel 20 Westinghouse 20 Smed 10 Trendway 10 Halcon 10
66 (73)	**Kramer Office Furniture** New York, NY 212-684-0700	18.6	1.2	SS 21 AM 10 SV 3 PT 16 ID 5	New York, NY Stamford, CT	Westinghouse 15 Kimball 12 Harter 9 Alma 6
67 (83)	**Rockford Business Interiors** Austin, TX 512-442-0703	18.0	4.2	SS 14 AM 10 SV 20 PT 10 ID 3	Austin, TX	Steelcase/Stow & Davis N/A Design Partnership N/A Gunlocke N/A Indiana N/A
68 (81)	**Price-Modern, Inc** Baltimore, MD 301-366-5500	18.0	1.5	SS 11 AM 20 SV 20 ID 4	Baltimore, MD Richmond, VA	Haworth 40 Allsteel 25 Jofco 15 Gunlocke 10 Krueger 10
69 (60)	**All Makes Office Equipment Co.** Omaha, NE 402-341-2413	17.2	N/A	SS 44 AM 35 SV 49 ID 7	Omaha, NE Lincoln, NE Des Moines, IA	Haworth 13 Allsteel 7 HON 5 Chromcraft 2.5 National 2
70 (62)	**Wm. H. Prentice Co., Inc.** Buffalo, NY 716-884-8452	17.1	0.8	SS 18 AM 12 SV 30 ID 8	Buffalo, NY	Steelcase/Stow & Davis 72 Krueger 8 Brayton 8 Kittinger 6 Vecta 6
71 (75)	**Thomas Interior Systems** Elmhurst, IL 312-832-4200	16.6	1.3	SS 29 AM 18 SV 9 PT 1 ID 8	Elmhurst, IL Chicago, IL Libertyville, IL	Herman Miller 60 Kimball/Artec N/A Milliken N/A Phoenix Designs N/A Meridian N/A
72 (—)	**Mills Morris Office Furniture** Memphis, TN 901-362-8620	16.2	2.0	SS 18 AM 13 SV 24 PT 10 ID 8	Memphis, TN	Steelcase/Stow & Davis 70 Myrtle & OFS 10 Chromcraft 10 National 5 HON 5
73 (—)	**General Office Interiors** Union, NJ 201-688-9400	16.0	N/A	SS 19 AM 9 SV 10 ID 6	Union, NJ	Steelcase/Stow & Davis 77 Kimball 3 American Seating 1 Jofco 1 Arnold .5
74 (76)	**Raleigh Office Supply Co.** Raleigh, NC 919-834-1601	15.7	1.3	SS 36 AM 50 SV 22 ID 6	Raleigh, NC Durham, NC	Knoll 18 Haworth 16 Boling 15 Myrtle 12 Alma 9
75 (—)	**Franklin Interiors** Pittsburgh, PA 412-381-2233	15.5	0.5	SS 17 AM 19 SV 17 PT 25 ID 9	Pittsburgh, PA	Steelcase/Stow & Davis N/A Geiger N/A Bentley N/A DO3 N/A Jofco N/A
76 (—)	**Ramsey Business Interiors** Cincinnati, OH 513-641-3700	15.2	1.0	SS 26 AM 14 SV 33 ID 11	Cincinnati, OH Dayton, OH Indianapolis, IN	Westinghouse 33 Allsteel 10 Kimball 11 Shaw Walker 8
77 (77)	**Desks Inc.** Denver, CO 303-777-8880	15.2	0.7	SS 24 AM 15 SV 40 PT 12 ID 6	Denver, CO	Haworth 24 Kimball/Artec 19 Chromcraft 11 CorryHiebert 8 Tab Products 5
78 (—)	**Facility Services** Oak Park, MI 313-542-9500	14.7	N/A	SS 16 AM 6 SV 16 PT 5 ID 4	Oak Park, MI	Herman Miller 70 Meridian 10 Helikon 3 BNI 3 Exception 3
79 (86)	**Columbia Business Furniture** Alexandria, VA 703-683-1202	14.6	1.0	SS 10 AM 9 SV 10 PT 28 ID 7	Alexandria, VA Washington, DC	Haworth 38 Allsteel 18 Alma 10 Gunlocke 6 Boling 8
80 (90)	**Pacific Business Interiors** Los Angeles, CA 213-659-8440	14.4	1.7	SS 19 AM 9 SV 14 PT 3 ID 7	Los Angeles, CA	Steelcase/Stow & Davis 80 Design Partnership 15 Condi N/A Gunlocke N/A Krueger N/A

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RANK '89 (RANK '88)	**COMPANY NAME** CITY, STATE, PHONE	**OFFICE FURN. SALES $/MIL.**	**TOTAL SQ. FT. (MILLIONS)**	**STAFF**	**SHOWROOMS/ SALES OFFICES**	**MAJOR LINES/ % OF DLR. SALES**
81 (95)	**Marshall Fields** Chicago, IL 312-266-3600	14.0	N/A	SS 17 AM 24 SV 13 ID 6	Chicago, IL	Steelcase/Stow & Davis 90 Kimball/Artec N/A Gunlocke N/A Reff N/A Baker N/A
82 (—)	**Sheppard's Business Interiors** Omaha, NE 402-393-8888	13.5	5.0	SS 10 AM 11 SV 26 PT 3 ID 5	Omaha, NE Lincoln, NE	Steelcase/Stow & Davis 80 OFS 5 St. Timothy 5 Mid-Continent 3 Krueger 3
83 (92)	**Universal Contract Interiors** Los Angeles, CA 213-625-2222	13.5	0.9	SS 16 AM 5 SV 7 PT 15 ID 2	Los Angeles, CA	Steelcase/Stow & Davis 75 Kimball/Artec 10
84 (—)	**Cole & Co.** Harrisburg, PA 717-255-3200	13.3	0.8	SS N/A AM N/A SV N/A PT N/A ID N/A	Harrisburg, PA Philadelphia, PA	Steelcase/Stow & Davis 70
85 (—)	**Macke Business Products** Rochester, NY 716-454-3646	12.8	N/A	SS 45 AM 24 SV 40 PT 5 ID 6	Rochester, NY Geneva, NY Buffalo, NY	Haworth 50 Kimball/Artec 15 Haskell 10 Krueger 5 GF 5
86 (97)	**Storey-Kenworthy Co.** Des Moines, IA 515-288-3243	12.2	N/A	SS 13 AM 13 SV 13 ID 4	Des Moines, IA	Steelcase/Stow & Davis 67 CorryHiebert N/A Krueger N/A Kimball/Artec N/A HON N/A
87 (—)	**Office Dimensions, Inc.** Manchester, NH 603-625-6478	12.2	0.6	SS 8 AM 16 SV 35 ID 4	Manchester, NH Nashua, NH	Steelcase/Stow & Davis 65 Gunlocke 10
88 (—)	**Seal Furniture and Systems** San Diego, CA 619-450-9960	12.0	0.2	SS 14 AM 8 SV 7 PT 7 ID 5	San Diego, CA Riverside, CA	Westinghouse 70 Shaw Walker 10 Kimball/Artec 10 GF 5 American Seating 5
89 (93)	**Abbey Office Furnishings** Fresno, CA 209-431-1100	11.7	0.8	SS 15 AM 20 SV 10 ID 5	Fresno, CA	Steelcase/Stow & Davis 35 Harpers 10 Lunstead 10 Signature 10
90 (96)	**Office Pavilion Corporate Furniture** Austin, TX 512-472-7300	11.4	0.3	SS 20 AM 10 SV 24 PT 8 ID 2	Austin, TX San Antonio, TX	Herman Miller 75 Helikon 7 Novikoff 2 HBF 2 Lowenstein 1
91 (82)	**D&L Office Furniture** Chicago, IL 312-527-3636	11.2	2.0	SS 40 AM 20 SV 30 PT 10 ID 6	Chicago, IL (3)	Westinghouse 10 CorryHiebert 10 Kimball/Artec 7 Harter 5 Gunlocke 5
92 (—)	**Stevens Office Interiors** Syracuse, NY 315-479-5595	11.1	1.2	SS 21 AM 8 SV 28 ID 11	Syracuse, NY	Steelcase/Stow & Davis 80 Gunlocke 3 Harden 2 St. Timothy 1 Colecraft 1
93 (—)	**Intecon** Louisville, KY 502-589-5522	11.1	2.0	SS 15 AM 20 SV 10 PT 5 ID 14	Louisville, KY	Steelcase/Stow & Davis 85 Hesco 5 Alma 3 Design Partnership 3
94 (—)	**Business Interiors, Inc.** Cherry Hill, NJ 609-424-8000	11.0	4.2	SS 10 AM 10 SV 6 PT 4 ID 10	Cherry Hill, NJ	Herman Miller 50 Gunlocke 10
95 (—)	**Business Interiors** Denver, CO 303-321-6671	11.0	0.3	SS 12 AM 14 SV 12 PT 2 ID 4	Denver, CO	Westinghouse 50 Shaw Walker 10 Girserger 5 Gunlocke 5 OFS 5
96 (—)	**Advance Business Centre** Kitchener, Ont. 519-578-5700	11.0	0.3	SS 16 AM 7 SV 14 PT 1 ID 4	Kitchener, ONT Hamilton, ONT	Steelcase/Stow & Davis 80 Krug 8 Global/Teknion 4 BNI 2
97 (87)	**The PML Furniture Group** New York, NY 212-807-7422	10.8	1.5	SS 18 AM 10 SV 12	New York, NY	Knoll N/A Vecta N/A Meridian N/A Gunlocke N/A GF N/A
98 (89)	**Transamerican Office Furniture, Inc.** Philadelphia, PA 215-482-8550	10.7	1.5	SS 14 AM 20 SV 24 PT 1 ID 4	Philadelphia, PA Pennsauken, NJ	Haworth 25 Biltrite/BNI 20 Cole 10 Alma 10 LA-Z Boy 5
99 (—)	**Custer Office Envirionments** Grand Rapids, MI 616-458-6322	10.0	N/A	SS 10 AM 6 SV 12 ID 8	Grand Rapids, MI	Steelcase/Stow & Davis 80 Gunlocke 10 Vecta 3 Baker 2 Bentley 1
100 (—)	**LBM Office Environments** Montgomeryville, PA 215-855-9566	10.0	1.2	SS 17 AM 19 SV 17 PT 4 ID 2	Montgomeryville, PA	Haworth 33 Kimball/Artec 20 Allsteel 12 Flexy Plan 16 St. Timothy 6

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INTERIOR DESIGN

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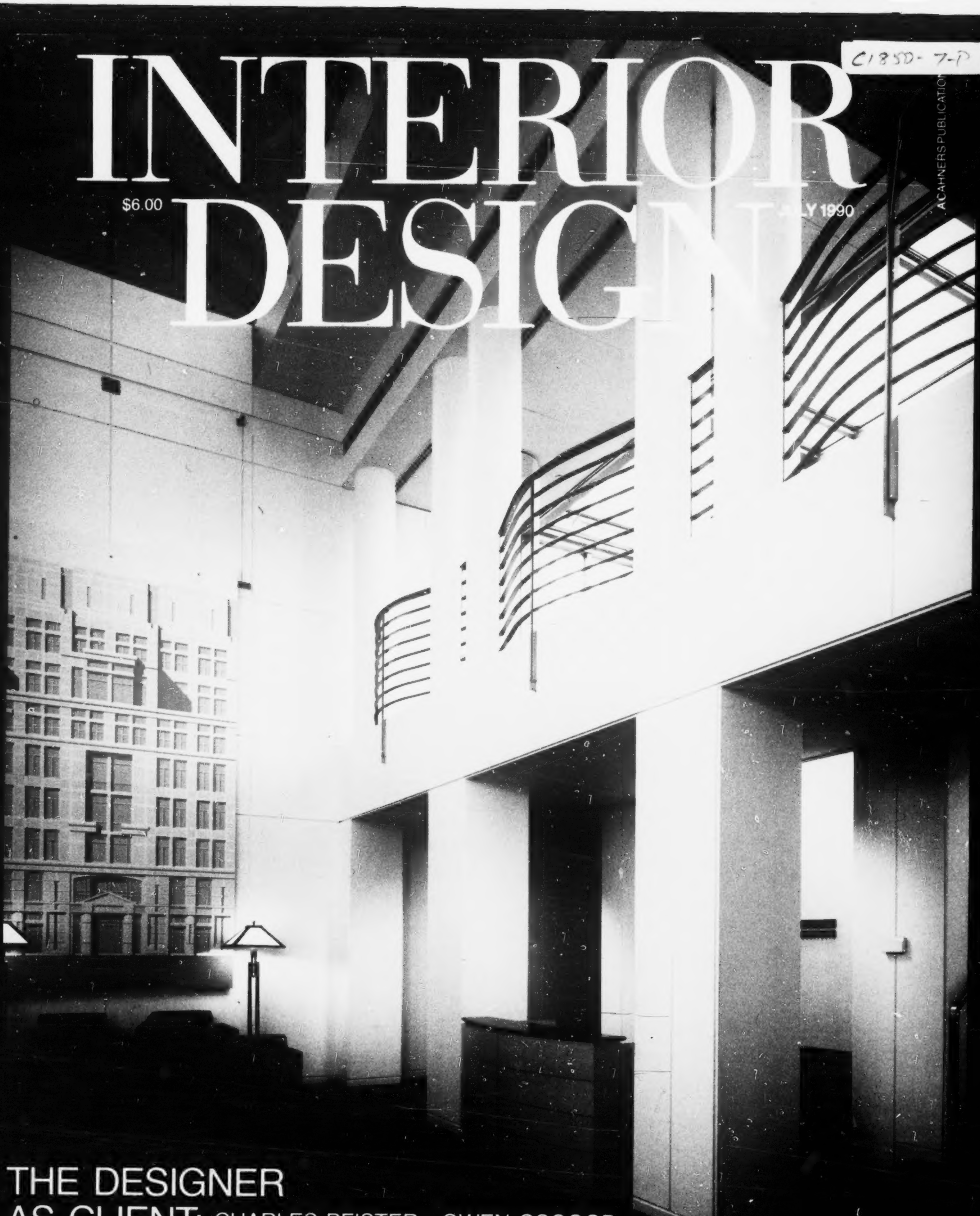

THE DESIGNER AS CLIENT: CHARLES PFISTER • GWEN OSGOOD NAOMI LEFF • SWANKE HAYDEN CONNELL

SECOND 100 GIANTS • RENOVATION • KITCHEN DESIGN

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Reception zone designed by Swanke Hayden Connell Architects for their new Manhattan headquarters (see page 148). Photography: Pau[illegible]chol

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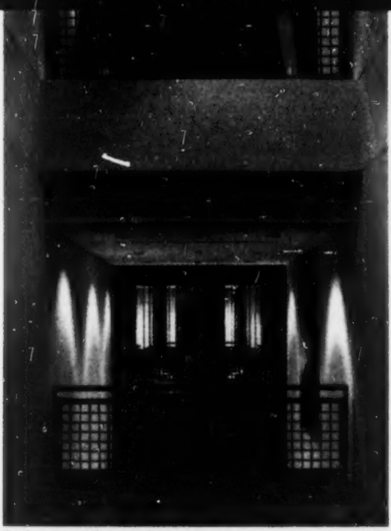
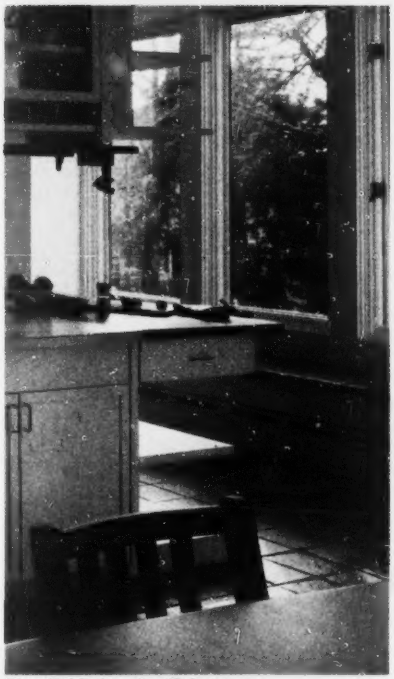


Atria provide excitement *p. 162*



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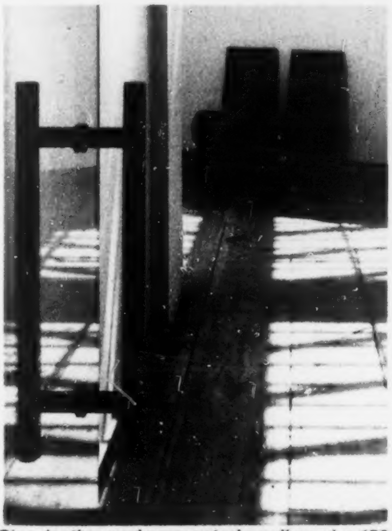

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THE SECOND 100 INTERIOR DESIGN GIANTS OF 1990

BY ANDREW LOEBELSON

Interior design is an extremely difficult field in which to prosper. Although the Second Hundred Interior Design Giants are in the second tier of design firm size, they have succeeded in carving out successful niches for themselves and earning a fair return on their work. Most know how to survive and prosper in this field . . . something Fortune 500 firms may not know how to do.

Take PHH Environments, for example, a Fortune 500 firm, ranked number four in the 1990 Top Hundred Interior Design Giants (reported in the January 1990 issue). After assembling a conglomerate of successful large regional firms into one national firm and managing this business for just three or so years, they are throwing in the towel and going back to financing, automobile leasing, and relocation, their old core businesses. As of this writing, they have not commented publicly about this retrenchment, but there would seem to be three potential lessons we could surmise. First, it takes long experience in this field to manage successfully interior design firms, and PHH seems to have kept management firmly on the corporate non-interior design professional level. Second, clients of other types of services provided by other firms may not transfer their design service loyalties easily, and the importance of being a national firm may be minimal. And third, the prevalent interior design firms' management types, partnerships and sole proprietorships, may be satisfied with slower growth and lower returns than corporate America.

This year, the Second Hundred Interior Design Giants had an even better year, in some ways, than the Top Hundred. The interior design, non-hospitality fees that qualify for ranking these firms grew six percent for the Top Hundred, just ahead of inflation, but these same fees grew almost three times faster, 17 percent or $151 million, for the Second Hundred. The amount of goods and services produced this year by the Top Hundred also grew six percent, but that produced by the Second Hundred grew by eight percent, up to $2.8 billion.

The area of space designed this year went up from 91 million to 104 million rentable square feet (rsf), in line with the increase in fees. It is also true that each firm's actual overall average fees in percentage of volume stayed the same, at 8.3 percent, and the average fees per sq. ft. rose from $2.27 to $2.38, a rise closer to that of general inflation. It would seem that the volume of business was good this year, but competitive pressures kept fees down to the same level as last year.

The overall breakdown of types of firms stayed close to last year's with almost four-fifths of the firms being interior design firms and almost one-fifth being architecture firms, with most of the rest being engineering firms. About four-fifths of the work was commercial interior design work with the rest being split almost equally between hospitality, retail, medical and educational.

Continued

Andrew Loebelson is vice president of domestic facilities of Salomon Brothers, the New York investment banking firm.

Information compiled by Deana L. Luzzi. Reprints of this article are available for $2 each through Deana Luzzi at Interior Design, 249 West 17th Street, New York, NY 10011, (212) 463-6675.

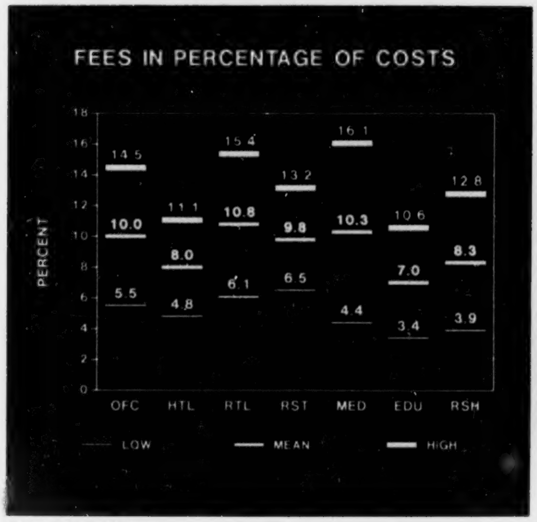


CHART ONE

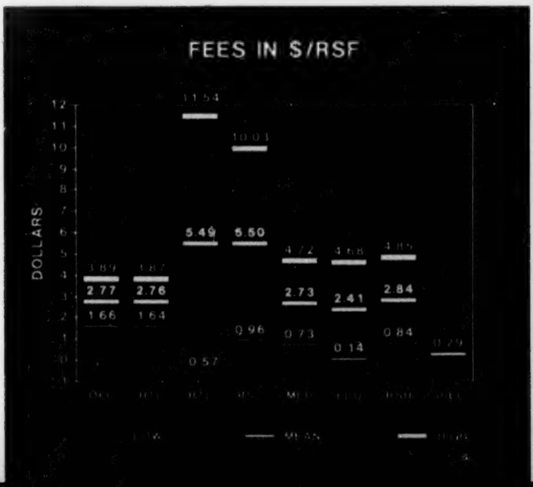
The average size office job was just under 34,000 rsf, while hotels averaged over 85,000 rsf, retail establishments over 15,000 rsf, restaurants over 8,000 rsf. Medical jobs were very large at over 53,000 rsf, educational jobs were the largest, averaging over 76,000 rsf, and research jobs were also big at over 62,000 rsf. The average speculative office job was nearly 9,000 rsf for which the average "nickel plans" actually cost $0.29 per rsf, a slight drop from last year's average of $0.31 per rsf.

Project Type	**Top 100 Size**	**2nd 100 Size**
Offices	70,673 rsf	33,672 rsf
Hotels	189,900 rsf	85,067 rst
Retail	40,355 rsf	15,772 rsf
Restaurants	8,182 rsf	8,456 rsf
Medical	101,194 rsf	53,756 rsf
Educational	88,636 rsf	76,175 rsf
Research	248,316 rsf	62,273 rsf

Speaking of fees, the "fair fee" for office work in percentage of volume of goods and services designed, specified and installed under direction of the interior design firms stayed exactly the same at ten percent (CHART ONE). The actual fees divided by the actual volume of all the Second Hundred firms also stayed exactly the same at 8.3 percent.

The "fair fee" for office work in the more frequently used method of dollars per rsf dipped slightly, from $2.89 to $2.77, a drop of almost four percent. The competitive pressures in this industry continue to be very strong (CHART TWO).

CHART TWO



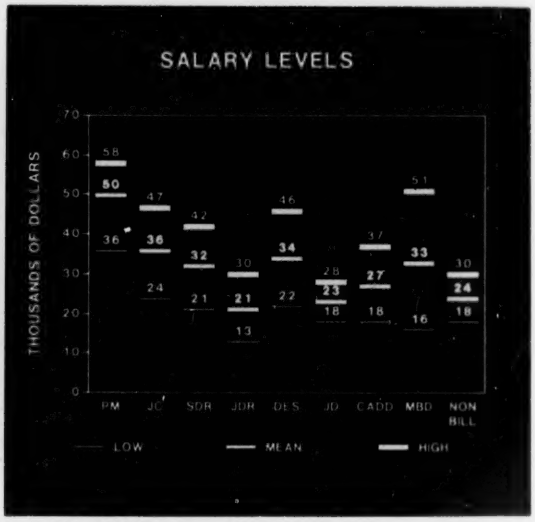


CHART THREE

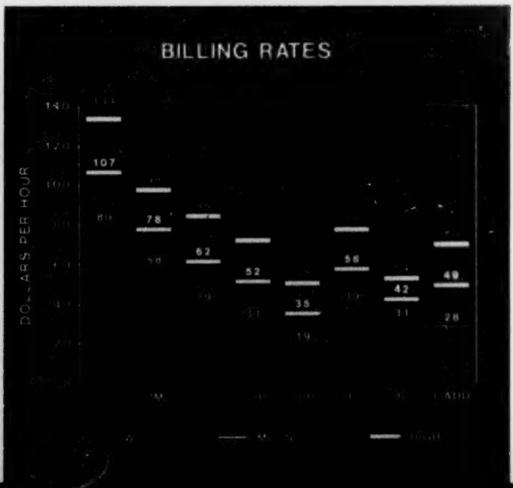
The largest increase in salary levels this year went to project managers who received a seven percent raise. The rest of the categories averaged less than a five percent raise with several positions remaining virtually flat (CHART THREE).

Billing rates varied directly with the salaries. This is not surprising, since the multiple stayed almost the same, moving only from 2.66 to 2.69 (CHART FOUR). The average fringes stayed exactly the same at 24 percent.

The number of people involved in this field stayed about the same as last year, with two interesting exceptions. The ratio of marketing people rose from four to five percent of the total. And the ratio of CADD operators rose from five to nine percent of the total. However, it may be that these staff members are not all strictly CADD operators so much as drafters and designers now competent on new, less expensive CADD systems (CHART FIVE).

Speaking of CADD, it seems to have slipped a little this year, from 92 to 85 percent penetration of the interior design marketplace. The average CADD job also reversed a long standing trend, growing this year from

CHART FOUR



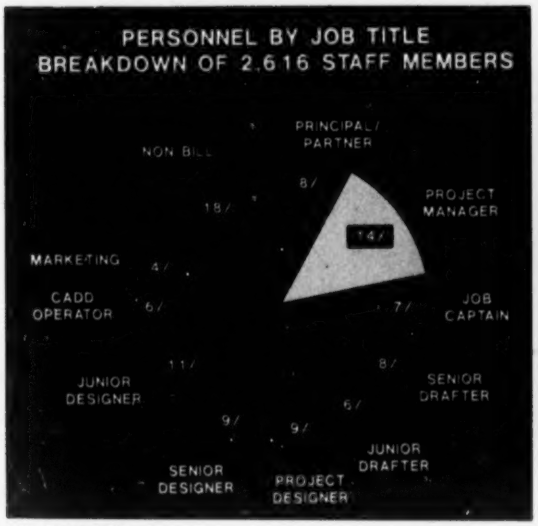


CHART FIVE

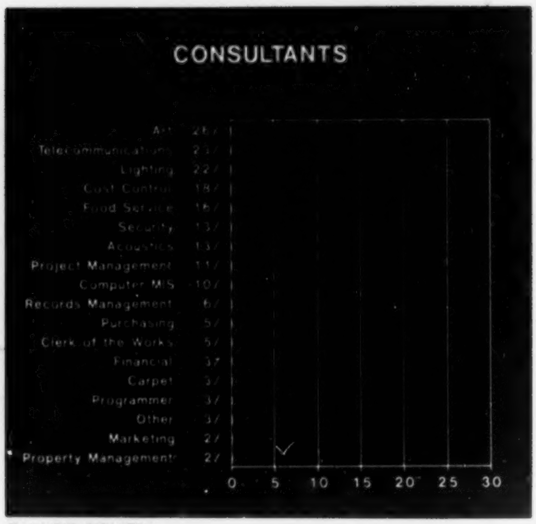


CHART SEVEN

18,000 to 22,000 rsf. Now that CADD systems have become so inexpensive, it may be that many firms have determined that using them effectively as a marketing tool is far more difficult than buying them.

And if CADD doesn't help get the job right, more firms than ever are better protected by Errors and Omissions Insurance. Coverage rose from 78 to 85 percent this year; maximum coverage rose from an average of $792,000 to $1,347,000, and the average deductible stayed almost the same, rising $1,000 to $47,000.

New office costs remained about the same as last year; hotels, restaurants and medical installations were up almost ten percent, while retail and educational work rose half of that and research work dropped in value. The average work letter value also rose about ten percent to $25.89 per rsf (CHART SIX).

Once again, an average of eight consultants was required by the Second Hundred firms on ten percent or more of their jobs (CHART SEVEN), similar to the nine required by the Top Hundred firms of 1990.

As for base building issues, the percentage of private telephone switches continued to rise, from 80 percent last year to 91 percent this year. Security systems rose from 37 to 42 percent. Physical fitness areas rose from 10 to 12 percent of all full installations. A segregated smoking area was installed in 39 percent of all jobs, up from last year's 32 percent (CHART EIGHT).

The interior designer is hired by top management about as frequently this year as last year, 41 percent of the time. And that is the same percentage of work given out by clients on the basis of bids. Thus, the majority of work is given out on the basis of establishing relationships and proven competence.

The clients are being better managed every year. Only 39 percent of their facility managers are from the maintenance side of the work or trained simply by being given the job. With nearly two-thirds of them being professional facility managers, architects or engineers, interior designers can expect to be asked to perform to—or above—their best capabilities. Yet even these professionals establish corporate standards for only 53 percent of their firms.

Perhaps sophistication will be the by-word for the nineties. Clients are using better educated, more sophisticated facility managers to demand more complex, cost effective, sophisticated answers from their interior designers even as the work space and recreational areas become more intricately integrated packages of multiple systems. The job just keeps getting tougher. Only the best managed, most competent, most sophisticated firms will survive and prosper. ☐

The interior design fees on the following pages represent interior design work only (excluding hospitality and residential interiors and architecture). All figures have been rounded off for the purpose of this listing. —Ed.

CHART SIX

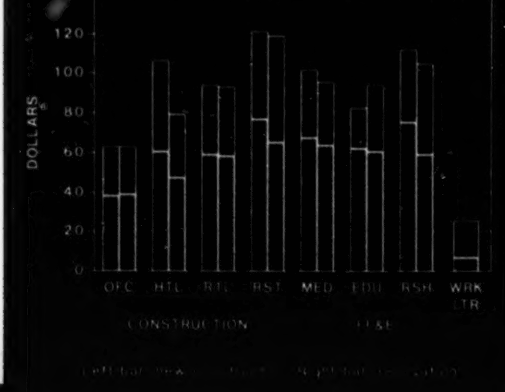
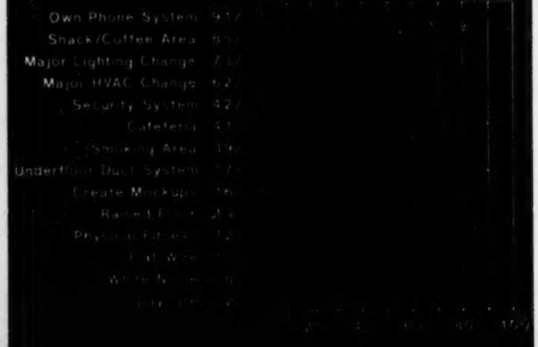


CHART EIGHT



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OF 1990

PP — PRINCIPALS/PARTNERS
PM — PROJECT MANAGERS
JC — JOB CAPTAINS
SDR — SENIOR DRAFTERS
JDR — JUNIOR DRAFTERS
DES — PROJECT & SENIOR DESIGNERS
JD — JUNIOR DESIGNERS
CADD — CADD OPERATORS
MBD — MARKETING BUSINESS DEVELOPMENT
TID — TOTAL INTERIOR DESIGN STAFF

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
101 (76)	**Soo Kim Associates, Inc.** New York	2.25	2.50	32.0	.83	4 4 2 2 5	PP PM JC SDR JDR	NA 45 35 35 25	110 70 60 60 40	5 5 2 — 32	DES JD CADD MBD TID	43 25 35 — —	68 40 60 — —	Fitch Investors Services, Inc., New York Bank of America, New York Bankers Federal Savings, New York Emigrant Savings Bank, New York Bulgari Showroom, New York	Bank of Oman, Dubai, Qatar, London Bank of America, New York Fitch Investors Services, Inc., New York Sequa Investment Company, New York Amstar Sugar Company, New York
102 (86)	**TEC 3** New York	2.21	2.21	29.0	.58	3 6 1 7 1	PP PM JC SDR JDR	NA 45 38 34 26	125 80 65 55 45	3 1 1 1 27	DES JD CADD MBD TID	42 31 37 30 —	67 50 65 — —	Putnam Publishing Co., New York & New Jersey Cellcom Corporation, New Jersey & Connecticut Allstate Insurance, Harrison, NY MCIT, New York Museum of American History, New York	Rank Xerox Expo '92, Seville, Spain MCIT, Rye Brook, NY Westpac Banking Corporation, New York Texaco Inc., White Plains, NY Playtex Apparel, New York
103 (82)	**John Wolcott Associates, Inc.** Culver City, CA	2.21	2.60	40.0	1.30	1 6 2 3 2	PP PM JC SDR JDR	NA 50 40 38 30	125 85 70 60 50	5 3 1 1 32	DES JD CADD MBD TID	35 30 35 35 —	60 60 50 — —	Bugle Boy Headquarters, Simi Valley, CA P.I.P. Printing, Calabasas, CA Saban Productions, Burbank, CA Allianz Insurance, various locations Hughes Aircraft, various locations	Teradata Corporation, El Segundo, CA Katell Development, various locations Koll Development, various locations Murchison and Cummings, Los Angeles City of Los Angeles, Los Angeles
104 (67)	**J. Gordon Carr & Associates, P.C.** New York	2.19	2.56	51.5	.93	4 5 — 5 3	PP PM JC SDR JDR	NA 54 — 39 20	108 84 — 63 50	8 4 1 1 36	DES JD CADD MBD TID	50 27 32 41 —	81 60 45 — —	Diamandis Communications Inc., New York Brown & Wood, New York Sullivan & Cromwell, New York Chemical Bank, New York Manufacturers Hanover Trust, New York	Seward & Kissel, New York Underwriters Laboratories, Melville, NY Chemical Bank, New York Manufacturers Hanover Trust, New York Brown & Wood, New York
105 (89)	**Ford & Earl Associates, Inc.** Warren, MI Troy, MI; Boca Raton, FL	2.16	3.14	87.6	3.98	3 6 4 3 1	PP PM JC SDR JDR	NA 48 38 34 NA	95 75 70 55 38	3 3 2 2 27	DES JD CADD MBD TID	30 26 32 55 —	65 55 55 — —	Standard Federal Bank, Troy, MI Federal Reserve Bank of Charlotte, Charlotte, NC Elkin Equities, Farmington Hills, MI R.L. Polk, Detroit Vickers, Farmington Hills, MI	Ford Credit, Dearborn, MI Masco Corporation, Taylor, MI Ford World Headquarters, Dearborn, MI R.L. Polk, Detroit Ford Electronics Division, Dearborn, MI
106 (90)	**The Eggers Group, P.C.** New York	2.16	4.44	73.0	.80	3 3 2 3 4	PP PM JC SDR JDR	NA 52 45 38 28	175 100 85 70 50	5 2 4 2 39	DES JD CADD MBD TID	49 28 30 50 —	93 50 55 — —	Macy's Pentagon City, Pentagon City, VA Federal Bureau of Investigation, New York Air Products & Chemicals R&D, Trexlertown, PA Tivoli Properties, New York Air Products & Chemicals-Bldg. 6A, Trexlertown, PA	Crum & Forster, Morristown, NJ Health Science Center, Brooklyn, NY Medical Art Center, New York Ocean County College, Toms River, NJ Federal Bureau of Investigation, New York
107 (87)	**The Grad Partnership** Newark, NJ	2.14	14.29	37.5	.49	1 4 2 — —	PP PM JC SDR JDR	NA 48 35 — —	100 75 65 — —	10 — 1 — 18	DES JD CADD MBD TID	36 — 28 — —	63 — 35 — —	National Westminster Bank, Jersey City, NJ First Fidelity Bancorporation HQ, Princeton, NJ Copy Tech, Inc., Newark, NJ IBM, Campbell, PA Prudential Gateway Offices, Newark, NJ	State Office Building, Newark, NJ Selective Insurance Co., Branchville, NJ Education Building, Trenton, NJ Crummy DelDeo Attorneys, Newark, NJ First Fidelity Bank, North Brunswick, NJ
108 (178)	**Russ Watson Associates** San Francisco	2.14	2.80	30.0	.56	1 1 2 — —	PP PM JC SDR JDR	NA 65 50 — —	95 75 65 — —	4 — 5 — 15	DES JD CADD MBD TID	35 — 30 — —	60 — 60 — —	Blue Shield of California, San Francisco 840 Battery Street, San Francisco 500 Hampshire Street, San Francisco La Palma Plaza, Los Angeles Two North Point Plaza, San Francisco	PGE Computer Center, San Francisco La Palma Center, Los Angeles Blue Shield of California, San Francisco Bank of America / World HQ Bldg., San Francisco Westwood Gateway Center, Los Angeles

NA indicates information not available. — indicates information not applicable to category and/or firm.

109 (48)	**Sheridan Associates, Inc. (formerly Sheridan Harinsky Associates, Inc.)** **New York** Freehold, NY	2.14	2.30	15.0	2.50	2 5 — 4 4	PP PM JC SDR JDR	NA 40 — 30 18	100 100 — 75 45	4 2 2 2 29	DES JD CADD MBD TID	45 28 40 35 —	95 72 90 — —	Manufacturers Hanover Trust, New York Bankers Trust Company, New York Marine Midland Bank, New York First Federal Savings & Loan, New York The Plaza at Greenville, Freehold, NY	Citibank, New York Manufacturers Hanover Trust Company, New York Bankers Trust Company, New York First Federal Savings & Loan, New York Marine Midland Bank, New York
110 (113)	**Thompson, Ventulett, Stainback & Associates, Inc.** **Atlanta** Macon, GA	2.14	2.15	40.0	1.00	3 4 5 — —	PP PM JC SDR JDR	NA 43 30 — —	NA 71 49 — —	7 5 1 1 26	DES JD CADD MBD TID	23 17 23 40 —	38 28 38 — —	Miami Beach Convention Center, Miami Beach Waterford, Miami Altamonte Mall renovation, Orlando, FL AT&T On-Call Services, various locations Haywood Mall renovation, Greenville, SC	IBM, Boca Raton, FL Georgian World Congress Center/Phase II, Atlanta 55 Farmington Place, Hartford, CT Macy's Colonie, Albany, NY Sheraton, Norfolk, VA
111 (112)	**Marvin Stein & Associates, Inc.** **Seattle**	2.14	2.14	31.0	.70	— 3 — 7 2	PP PM JC SDR JDR	— 45 — 32 18	— 50 — 45 23	2 1 3 — 21	DES JD CADD MBD TID	38 18 30 — —	48 23 45 — —	Ryan, Swanson & Cleveland, Seattle Ernst & Whinney, Tacoma, WA Stanislaw, Ashbaugh, et. al., Seattle City Fed Mortgage, Bellevue, WA Reliance Insurance, Federal Way, WA	Reliance Insurance, Federal Way, WA Digital Equipment, Bellevue, WA ESCA, Bellevue, WA Ogden, Ogden & Murphy, Seattle Schwabe, Williamson & Wyatt, Seattle
112 (133)	**Hopping Kovach Grinnell Design Consultants** **Vancouver, BC**	2.12	2.12	22.0	.44	3 2 1 4 1	PP PM JC SDR JDR	NA 42 42 36 24	75 75 65 50 40	4 2 — — 20	DES JD CADD MBD TID	26 20 — — —	50 40 — — —	Fletcher Challenge Canada, Vancouver, BC Parlee McLaws, Edmonton, Alberta BC Trade & Development Centre, Vancouver, BC Peat Marwick Thorne, Calgary, Alberta Milner ° Steer, Calgary, Alberta	McCarthy & McCarthy, Vancouver, BC Cominco, Vancouver, BC Fletcher Challenge Canada, Vancouver, BC Peat Marwick Thorne, Vancouver, BC Teck Corporation, Vancouver, BC
113 (109)	**Cox, James + Associates** **Phoenix** San Diego	2.11	2.11	20.0	.70	2 5 2 2 —	PP PM JC SDR JDR	NA 35 NA NA —	125 65 63 58 —	2 3 2 1 27	DES JD CADD MBD TID	NA 28 NA NA —	60 50 65 — —	Arizona Public Service/executive floors, Phoenix Northern Trust Bank Headquarters, Phoenix Phelps Dodge Corporation, Phoenix Vargas & Bartlett, Las Vegas, NV DHL Worldwide Express, Tempe, AZ	Ernst & Young, Phoenix Horne, Barchetta, Ruckert & Rothwell, Phoenix Meyer, Hendricks, Victor, et. al., Phoenix Valley Bank Center renovation, Phoenix Emerald-Shapery Center, San Diego
114 (99)	**Planned Expansion Group - Architects & Planners, PC** **White Plains, NY**	2.08	2.60	35.0	.50	3 6 8 5 2	PP PM JC SDR JDR	NA 60 45 40 22	150 120 85 80 45	2 — 2 1 36	DES JD CADD MBD TID	35 — 40 40 —	75 — 80 — —	Plainview Centre, Plainview, NY PAD Realty, White Plains, NY Oppenheimer & Co., Inc., Los Angeles Cunard Lines Limited, Long Island City, NY Country Road Australia, various locations	Ohioville Crossing, New Paltz, NY Crosspointe Plaza, Naugatuck, CT Riveredge Square, Waterbury, CT Watchung Commons, Watchung, CT Squadron, Ellenoff, Plesent & Lehrer, New York
115 (111)	**MMAP, Inc.** **San Jose, CA** San Francisco	2.08	2.30	90.0	3.40	4 7 — 5 —	PP PM JC SDR JDR	NA 55 — 38 —	110 85 — 75 —	4 2 2 1 30	DES JD CADD MBD TID	40 30 35 40 —	65 55 55 — —	Coopers & Lybrand, San Jose, CA AT&T, Albuquerque, NM Berliner, Cohen & Biagini, San Jose, CA Cadence Design Systems, San Jose, CA Eltech Research, Fremont, CA	Browning-Ferris Industries, San Jose, CA First Interstate Bank, San Jose, CA Kaiser Hospital, Oakland, CA Mountain View City Center, Mt. View, CA 3Com Corporation, Santa Clara, CA
116 (—)	**IDS/Interior Design Systems (a div. of TRO/The Ritchie Organization)** **Newton, MA**	2.06	8.57	4.0	NA	1 — — — —	PP PM JC SDR JDR	NA — — — —	80 — — — —	4 2 — 1 9	DES JD CADD MBD TID	37 22 — NA —	60 40 — — —	Rutland Reg'l Medical Ctr. addition, Rutland VT Roger Williams General Hospital, Providence, RI Guthrie Clinic addition, Sayre, PA Goddard Mem. Hospital office bldg., Stoughton, MA Osteopathic Hospital additions, Waterville, ME	Franklin Medical Center, Greenfield, MA Ronald McDonald House, Springfield, MA Baystate Medical Center, Springfield, MA Rutland Reg'l Medical Center, Rutland, VT Guthrie Medical Group, P.C., Corning, NY
117 (177)	**Osgood & Associates, Inc.** **Atlanta**	2.05	2.33	38.3	.85	1 6 — 1 3	PP PM JC SDR JDR	NA 48 — 43 23	125 85 — 76 41	9 7 — 2 35	DES JD CADD MBD TID	40 23 — 38 —	72 41 — — —	Georgia-Pacific Corporation, Atlanta News & Sun Sentinel, Fort Lauderdale, FL Neely & Player, Atlanta United Way of Metro Atlanta, Atlanta Georgia Dept./Industry, Trade & Tourism, Atlanta	Louisville Gas & Electric Co., Louisville, KY Hewlett-Packard Company, various locations Gen'l Services Administration, various locations St. Francis Womens Hospital, Greenville, SC Office/Comptroller of Currency, various locations
118 (124)	**Reeves Associates Architects Inc.** **Los Angeles**	2.03	2.60	31.0	1.25	1 4 3 4 5	PP PM JC SDR JDR	NA 50 43 43 27	85 70 60 60 45	6 2 3 — 32	DES JD CADD MBD TID	40 32 37 — —	53 47 51 — —	Beverly Hills City Hall, Beverly Hills, CA Del Amo Financial Center, Torrance, CA Henry Building, Los Angeles ISD City of Los Angeles, Los Angeles LA County Hall of Administration, Los Angeles	LA City Personnel Dept., Los Angeles LA County Transportation Corp., Los Angeles Carter Hawley Hale, Los Angeles Subway Terminal Building, Los Angeles Pep Boys offices, Los Angeles
119 (88)	**LPA, Inc. (formerly Leason Pomeroy Assoc., Inc.)** **Orange, CA** San Diego, Los Angeles & Sacramento, CA	2.01	13.15	60.0	2.00	2 2 2 2 —	PP PM JC SDR JDR	NA NA NA NA —	NA NA NA NA —	5 — 2 3 21	DES JD CADD MBD TID	50 — NA 48 —	NA — NA — —	Jamboree Promenade, Irvine, CA Home Savings of America, City of Industry, CA 500 Central, Glendale, CA Unisys, Pasadena, CA Sherwood Medical, San Diego	Vons Corporate Headquarters, Arcadia, CA AST, Irvine, CA 130 N. Brand, Glendale, CA Union Bank, Orange, CA 114 N. Brand, Glendale, CA
120 (104)	**Total Concept/ New York Incorporated** **New York** Winston-Salem, NC; London	2.00	2.10	45.0	.28	1 4 1 3 —	PP PM JC SDR JDR	NA 93 50 45 —	200 163 140 120 —	5 4 — 1 25	DES JD CADD MBD TID	44 28 — 10 —	105 60 — — —	Bessemer Trust Company, New York Flat City - Texas, Houston Wasserstein, Perella & Co., various locations Village Voice, New York National Audubon Society, New York	Riese Organization - Food Court, New York Medical Economics Company, Oradell, NJ First Boston Corporation, New York Hotel Villa Olimpica, Barcelona, Spain AIG Financial Products, New York

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
121 (—)	**SKM Architects** New York	2.00	2.10	30.0	.75	1 5 2 3 10	PP PM JC SDR JDR	NA 58 NA 45 29	150 100 95 75 50	3 1 1 1 31	DES JD CADD MBD TID	43 NA NA NA —	88 50 60 — —	Chase Trans Info, Rahway, NJ Rahway Day Care, Rahway, NJ Edward S. Gordon/Park Avenue, New York Edward S. Gordon/Broadway, New York Greenwood Mills, New York	Sanctuary for Battered Wives, Bronx, NY Federal Express, New York
122 (138)	**Dyer/Brown & Associates, Inc.** Boston New Bedford, MA; London	1.98	2.61	34.4	1.10	— 1 2 — 1	PP PM JC SDR JDR	— NA NA — NA	— 55 50 — 35	1 2 1 1 9	DES JD CADD MBD TID	NA NA NA NA —	50 35 55 — —	Touche Ross & Company, Boston The Pioneer Group, Boston AT&T, Boston Fidelity Int'l/New Business Ctr., Reigate, England Medical Malpractice, Boston	BancNewEngland Leasing Group, Boston American Express, Providence, RI Massachusetts Rating Bureaus, Boston American Finance Group, Boston Camp, Dresser & McKee, Cambridge, MA
123 (103)	**Ziegler Cooper, Inc.** Houston Washington, DC	1.97	2.19	17.6	.98	4 2 5 2 5	PP PM JC SDR JDR	NA NA NA NA NA	90 75 65 55 45	5 4 4 1 40	DES JD CADD MBD TID	NA NA NA NA —	60 55 60 — —	Department of State, F.B.O., Houston F.D.I.C., Houston Lyondell Petro Chemical, Houston Energy Assets, Houston Oracle, Houston	Hawker Siddley, Houston 'A Software Company', Houston Landmark Graphics, Houston Imperial Holly, Houston CBM-Equifax, Houston
124 (107)	**Shea Architects, Inc.** Minneapolis St. Paul, MN	1.94	2.27	20.0	.70	1 3 4 3 8	PP PM JC SDR JDR	NA 32 26 25 13	75 48 39 37 21	3 3 3 — 32	DES JD CADD MBD TID	25 18 23 — —	37 27 34 — —	Carlson Companies Headquarters, Minnetonka, MN Vista Marquette Hotel, Minneapolis Burlington Northern, Arden Hills, MN Insty Prints Corporate Headquarters, Minneapolis Mansour, Conlin, et. al., St. Paul, MN	Baker Center, Minneapolis Town Square, St. Paul, MN Marquette Bank, Rochester, MN IDS Crystal Court Concourse, Minneapolis IDS Tower Multi Tenant Elevator Corp., Minneapolis
125 (120)	**Smallwood, Reynolds, Stewart, Stewart Interiors, Inc.** Atlanta Tampa, FL	1.88	2.35	72.4	1.37	3 1 5 — —	PP PM JC SDR JDR	NA NA NA — —	110 95 65 — —	5 9 — 1 27	DES JD CADD MBD TID	NA NA — NA —	57 35 — — —	Church Street Centre Mall, Nashville, TN Omni Durham Hotel/Convention Ctr., Durham, NC Silk Greenhouse Headquarters, Tampa, FL First Union Main Branch Office, Augusta, GA AmSouth N. Alabama Oper. Ctr., Huntsville, AL	Jefferson-Pilot Corporate HQ, Greensboro, NC First Union Operations Offices, Jacksonville, FL The Mayfair, Atlanta Interstate/Johnson Lane Corp. HQ, Charlotte, NC Bowater Group Headquarters, Greenville, SC
126 (129)	**The Mathes Group, A Professional Architectural Corporation** New Orleans	1.80	2.50	23.2	.47	2 2 3 — —	PP PM JC SDR JDR	NA 45 32 — —	100 75 55 — —	3 1 1 1 15	DES JD CADD MBD TID	25 18 22 50 —	45 30 45 — —	CNG Producing Company, New Orleans Ernst & Whinney, New Orleans Touro Infirmary, New Orleans Freeport-McMoRan, Inc., New Orleans Middleberg, Riddle and Brown, New Orleans	IRS, New Orleans Touro Infirmary, New Orleans Mercy Hospital of New Orleans, New Orleans Aquarium/Woldenberg Riverfront Pk., New Orleans SDI, New Orleans
127 (119)	**Settles Associates Inc.** Arlington, VA	1.80	1.80	45.0	.80	1 2 3 4 2	PP PM JC SDR JDR	NA 43 38 27 22	125 95 70 50 40	8 5 4 1 36	DES JD CADD MBD TID	28 21 20 41 —	53 30 35 — —	Citicorp Savings Branches, DC, VA, MD National Institutes of Health, Bethesda, MD Ask Mr. Foster Travel Service, Alexandria, VA MCI Telecommunications Corporation, Reston, VA Group Hosp. & Medical Services, Washington, DC	Department of State, Washington, DC UNISYS, Reston, VA Small Business Administration, Washington, DC C & P Telephone Co., Silver Spring, MD Bureau-Alcohol, Tobacco/Firearms, Washington, DC
128 (92)	**Tardy & Associates, Inc.** San Francisco	1.80	1.80	19.5	.35	2 3 2 2 1	PP PM JC SDR JDR	NA 60 40 30 23	125 80 60 45 40	4 1 — — 19	DES JD CADD MBD TID	29 23 — — —	45 40 — — —	California Ctr.-Spieker Partners, Sacramento, CA Rincon Ctr.-Perini Land/Devt. Co., San Francisco Sedgwick, Detert, Moran & Arnold, San Francisco Sedgwick, Detert, Moran & Arnold, Los Angeles Gateway Office Pk.-Spieker Ptns., San Jose, CA	Gateway Oaks-Spieker Partners, Sacramento, CA Hancock, Rothert & Bunshoft, San Francisco Sedgwick, Detert, Moran & Arnold, New York Amer. Business Ins. Brokers, Inc., San Francisco Rincon Ctr.-Perini Land/Devt. Co., San Francisco
129 (108)	**Jova/Daniels/Busby, Incorporated** Atlanta	1.80	3.45	212.7	3.74	3 3 2 — —	PP PM JC SDR JDR	NA NA NA — —	100 85 45 — —	6 2 3 2 23	DES JD CADD MBD TID	NA NA NA NA —	55 35 45 — —	Atlanta City Hall expansion, Atlanta Southern Progress Headquarters, Birmingham, AL Touche Ross & Company, Atlanta Microelectronics Research Ctr./GA Tech., Atlanta Murphy High School, Atlanta	VA Replacement Hospital, Augusta, GA Atlanta City Hall restoration, Atlanta BellSouth Enterprises Headquarters, Atlanta Georgia War Vets Hospital, Milledgeville, GA Alpharetta Amphitheater, Alpharetta, GA
130 (167)	**Morris * Architects** Houston Baltimore; Washington, DC; Orlando, FL	1.77	6.80	44.8	2.50	2 2 1 2 3	PP PM JC SDR JDR	NA 48 43 33 23	95 80 65 60 35	4 3 1 1 20	DES JD CADD MBD TID	36 24 25 35 —	58 40 NA — —	Texas Heart Institute, Houston Univ. TX/School of Allied Health Science, Houston Wintershall, Houston Charlotte Library, Charlotte, NC Mall St. Matthews Food Court, Louisville, KY	Vinson & Elkins, Houston University of Texas Medical School, Houston Navy Memorial, Market Square, Washington, DC Moody Gdns.-Hope Arena/Conf. Ctr., Galveston, TX Harris County Jail, Houston
131 (—)	**Matarazzi Associates** San Francisco	1.77	1.87	65.3	1.87	1 4 1 2 —	PP PM JC SDR JDR	NA 52 34 28 —	125 90 55 55 —	6 2 2 1 28	DES JD CADD MBD TID	41 21 30 48 —	68 45 55 — —	Sun Microsystems Corp. offices, Palo Alto, CA AT&T, Denver Raychem Customer Service Ctr., Concordville, PA Beaver Pacific Corp. Headquarters, San Francisco TRI Commercial Brokerage offices, San Francisco	Autodesk Corporate Headquarters, San Rafael, CA State Compensation Insurance Fund, San Francisco 49 Stevenson Street, San Francisco United States Embassy, LaPaz, Bolivia 120 Montgomery Street, San Francisco

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this listing.

132 (102)	**Catalio Associates, Inc.** Birmingham, MI Chicago	1.74	4.60	51.0	1.58	3 6 1 2 2	PP PM JC SDR JDR	NA 50 39 30 15	100 65 50 40 30	9 4 1 1 38	DES JD CADD MBD TID	32 22 25 NA —	45 30 30 — —	St. Joseph's Women's Clinic, Mt. Clemens, MI Boulevard Technical Services, Chicago Peat, Marwick, Main & Co., Detroit Leo Burnett Co., Ltd., Toronto Harness, Dickey & Pierce, Troy, MI	McCann-Erickson Advertising, Troy, MI Lintas: Campbell-Ewald, Warren, MI Bozell, Inc., Southfield, MI PMH, Inc., Farmington, MI Kirco Realty & Development, Ltd., Troy, MI
133 (152)	**Kasler & Associates, Inc.** Indianapolis Cincinnati	1.72	1.81	28.2	.63	5 2 5 2 —	PP PM JC SDR JDR	NA 55 35 28 —	85 70 60 60 —	5 5 3 1 37	DES JD CADD MBD TID	24 14 28 NA —	58 50 55 — —	Chiquita Brands Inc., Cincinnati Locke Reynolds Boyd & Weisell, Indianapolis Citizens Gas & Coke Utility, Indianapolis John Morrell & Company, Cincinnati Smith & Schnacke, Orlando, FL	IBM, Indianapolis PIE Mutual Insurance, Cleveland Princeton Hill Centre, Cincinnati Lowe Gray Steele & Hoffman, Indianapolis Northwestern Mutual Life Ins. Co., Indianapolis
134 (125)	**Chapman & Biber, AIA Architects, Planners & Interior Designers** Summit, NJ	1.70	3.40	21.0	.59	1 2 2 — —	PP PM JC SDR JDR	NA NA NA — —	NA NA NA — —	2 2 1 1 13	DES JD CADD MBD TID	NA NA NA NA —	NA NA NA — —	City Federal Savings Corp. HQ, Somerset, NJ Hoagland, Longo, et. al., New Brunswick, NJ Rutgers Univ./Dining Facilities, New Brunswick, NJ Rutgers Univ./Dining Facilities, Camden, NJ Cosmair, Inc./Division of L'Oreal, Clark, NJ	Federal Office Building, Paterson, NJ Rutgers Univ./Murray Hall, New Brunswick, NJ Chemical Bank Branch Banks, various NJ locations Alexian Manor Sr. Citizens Housing, Elizabeth, NJ Children's Specialized Hospital, Mountainside, NJ
135 (130)	**Rothenberg Sawasy Architects** Los Angeles	1.69	2.01	25.0	.75	2 2 4 4 3	PP PM JC SDR JDR	NA 57 40 35 25	150 125 100 75 50	4 2 — — 25	DES JD CADD MBD TID	35 25 — — —	75 50 — — —	Logicon, Incorporated, San Pedro, CA Home Savings & Loan, Irwindale, CA Hill, Farrer & Burrill, Los Angeles Freeman & Mills, Los Angeles Chrystie & Berle, Los Angeles	Metropolitan Water, Pasadena, CA Nissan, Torrance, CA Valley National Bank, Glendale, CA Glendale Federal Bank, Glendale, CA Kornwasser & Friedman, Los Angeles
136 (72)	**Davis & Carter, P.C.** McLean, VA Washington, DC	1.68	7.06	63.0	2.60	2 7 4 2 3	PP PM JC SDR JDR	NA 58 38 28 21	135 105 75 49 38	6 4 2 2 38	DES JD CADD MBD TID	39 22 24 43 —	67 40 48 — —	Worldgate/Marriott, Herndon, VA Tower Club, McLean, VA Business/Prof'l Women's Assoc., Washington, DC U.S. Automobile Association, Reston, VA Command Systems, Andrews AFB, Washington, DC	C&P Telephone, Falls Church, VA United Jersey Bank Oper. Ctr., Ridgefield Pk., NJ American Medical Lab, Fairfax, VA Standard Tech./Defense Mapping, Falls Church, VA National Guard Association, Washington, DC
137 (—)	**CPG Architects & Planners, Inc.** Stamford, CT	1.67	1.86	1.7	.80	2 4 — — —	PP PM JC SDR JDR	NA 50 — — —	85 75 — — —	7 — — — 18	DES JD CADD MBD TID	35 — — — —	65 — — — —	MBIA, Armonk, NY General Electric, Stamford, CT Price Waterhouse, Stamford, CT W.R. Grace, Stamford, CT Northcastle Partners, Stamford, CT	General Electric, Stamford, CT Yonkers Contracting, Yonkers, NY Xerox, Woodbury, NY Warner, Kennedy & French, New York M&T Chemical Co., Branchburg, NJ
138 (—)	**Naomi Leff & Associates, Inc.** New York San Francisco	1.65	3.30	22.0	.11	1 1 5 4 3	PP PM JC SDR JDR	NA 77 50 40 27	200 105 90 80 55	6 4 — — 32	DES JD CADD MBD TID	54 20 — — —	110 50 — — —	Beaver Creek Conference Center, Beaver Creek, CO Holt Renfrew Dept. Stores, Toronto & Vancouver Ralph Lauren Polo Store, Philadelphia Saks Fifth Avenue Beauty Salon, New York Anne Klein Boutique, Minneapolis	Ralph Lauren estate, Bedford, NY Holt Renfrew Dept. Stores, Toronto & Vancouver Anne Klein Boutique, Chicago Saks Fifth Avenue Boutiques, Denver & Chicago
139 (105)	**Vocon Interiors Inc.** Cleveland	1.64	3.13	15.9	24.70	1 1 1 — —	PP PM JC SDR JDR	NA NA NA — —	75 65 55 — —	3 1 1 1 11	DES JD CADD MBD TID	NA NA NA NA —	53 45 60 — —	Colpetzer Thomas/C&T Consultants Inc., Cleveland Blue Cross/Blue Shield of N.E. Ohio, Cleveland Security Federal S & L Assoc., Mayfield Hts., OH Gateway Manor Apartment Complex, Euclid, OH Summit Correctional Facility, Summit County, OH	Ohio Motorists Association, various locations Cimarron Lodge & Guest Inn, CO Blue Cross/Blue Shield of N.E. Ohio, Cleveland Ohio Veterans Administration Home, Sandusky, OH Gateway Manor Congregate Living Fac., Euclid, OH
140 (142)	**Diversified Interior Design Inc.** Philadelphia	1.60	1.60	23.8	.49	4 10 — — —	PP PM JC SDR JDR	NA 35 — — —	90 60 — — —	9 6 2 1 38	DES JD CADD MBD TID	25 20 25 35 —	45 35 40 — —	J & J, Patient Care, Inc. HQ, New Brunswick, NJ Bell Atlantic Dir. Graphics HQ, Valley Forge, PA Montgomery McCracken et. al., Philadelphia AT&T Customer Service Center, Cedar Knolls, NJ AT&T Special Services Center, Philadelphia	Bell of PA office consolidation, Philadelphia Trump Taj Mahal/Admin. offices, Atlantic City, NJ The Dorchester Condominium, Philadelphia McIntosh Motor Inns, Lancaster, PA Oracle Corporation, Philadelphia
141 (—)	**Sasaki Associates, Inc.** Watertown, MA Dallas; Los Angeles, San Francisco, Santa Ana & San Diego, CA; Coral Gables, FL; Washington, DC; Portland, ME	1.59	18.65	6.9	.31	1 2 1 — —	PP PM JC SDR JDR	NA 53 35 — —	150 80 60 — —	2 3 1 — 10	DES JD CADD MBD TID	39 25 25 — —	66 42 42 — —	Bank of Boston, Customer Service Ctr., Canton, MA A.W. Perry, Boston Holy Cross/offices, Worchester, MA Digital Equipment Corp., Salem, MA Software A.G. of North America, Reston, VA	Bank of Boston, Customer Service Ctr., Canton, MA Northern AZ Univ. - Cline Library, Flagstaff, AZ Westwood Executive Center, Westwood, MA Amer. Speech Lang. Hearing Assoc., Rockville, IN Corporate Center-Phase III, Waltham, MA
142 (132)	**Oliver Design Group** Cleveland Pittsburgh, Detroit	1.59	1.92	22.0	.66	2 5 — — —	PP PM JC SDR JDR	NA 34 — — —	95 70 — — —	4 8 4 2 29	DES JD CADD MBD TID	26 23 24 45 —	55 50 55 — —	Lowe Marschalk, Inc., Cleveland Laventhol & Horwath, Cleveland Capitol American Life Insurance Co., Cleveland Tartan Laboratories, Pittsburgh Kirkpatrick/Lockhart, Pittsburgh & Harrisburg, PA	National Computer Systems, Iowa City, IA Pittsburgh Corning, Pittsburgh Greater Cleveland Growth Association, Cleveland Inacomp Computer Centers, Troy, MI Health & Tennis Corp./Midwest HQ, Fairlawn, OH
143 (95)	**ADD Inc.** Cambridge, MA Washington, DC	1.59	6.10	40.1	1.30	3 4 — 1 2	PP PM JC SDR JDR	NA 40 — 35 26	135 80 — 70 50	3 1 2 1 18	DES JD CADD MBD TID	39 32 28 33 —	85 60 50 — —	Medfleck, Norwood, MA American International Group, Boston IBM/610 Lincoln Street, Waltham, MA Boston Properties, Boston The Community Builders, Boston	IBM/404 Wyman - Phase 2, Waltham, MA Tufts Associated Health Plan, Waltham, MA GTECH World Headquarters, West Greenwich, RI State Street Bank, Boston

NA indicates information not available. — indicates information not applicable to category and/or firm.

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
144 (116)	**The Rowland Associates, Inc.** Indianapolis	1.58	2.10	62.0	1.60	3 2 4 — —	PP PM JC SDR JDR	NA 43 36 — —	80 70 60 — —	6 8 2 2 32	DES JD CADD MBD TID	29 21 19 45 —	53 45 40 — —	Lafayette Country Club, Lafayette, IN Stafford's Perry Hotel, Petoskey, MI Bank One Tower Banking Center, Indianapolis The Outing Club, Davenport, IA Center for Visual & Performing Arts, Munster, IN	Airstokraft, Jasper, IN Hancock Memorial Hospital, Greenfield, IN Losantiville Country Club, Cincinnati Eli Lilly & Company, Indianapolis Summer residence, Zionsville, IN
145 (135)	**J. Howard & Associates, Inc.** San Diego	1.56	1.56	15.3	.62	1 6 — 1 —	PP PM JC SDR JDR	NA 46 — 35 —	150 90 — 60 —	4 4 1 — 21	DES JD CADD MBD TID	37 28 28 — —	65 45 45 — —	Brobeck, Phleger & Harrison, San Diego AT&T, San Diego Court of Appeals, San Diego Hawley Group, La Jolla, CA Sheppard, Mullin, Richter & Hampton, San Diego	Clark Medical Office, San Diego Lewis, D'Amato, Brisbois & Bisgaard, San Diego The Plaza at La Jolla Village, San Diego American Health Care Systems, Del Mar, CA Union Bank, San Diego
146 (118)	**The Intertect Group, Inc.** New York	1.56	1.73	7.7	.48	2 3 1 1 2	PP PM JC SDR JDR	NA 38 33 33 23	125 90 80 80 50	1 2 1 — 14	DES JD CADD MBD TID	33 23 NA — —	80 50 65 — —	Tanenbaum-Harber, New York Mcauley, Fisher, New York International Travel, New York Elof Hansson, New York Private Lable Manufacturer, New York	Profile Diagnostics, New York Automated Concepts, New York Filmstat, New York Retail Management, New York IBM, Edison, NJ
147 (147)	**Rothe-Johnson Associates** Edison, NJ	1.55	4.70	18.5	.65	1 2 3 2 2	PP PM JC SDR JDR	NA 58 47 40 28	125 95 85 75 45	2 2 1 — 16	DES JD CADD MBD TID	40 28 25 — —	75 45 25 — —	Chemical Bank, New York Amboy Madison Bank, Woodbridge, NJ Ciba Geigy, Summit, NJ Cargill, New York DKM Offices, Princeton, NJ	Trenton office consolidation, Trenton, NJ Newark office facilities, Newark, NJ Bloomberg Financial Markets, Princeton, NJ Copeland Companies, East Brunswick, NJ Kimball Medical Center, Woodbridge, NJ
148 (186)	**Peter Marino Architect/ Peter Marino Ltd.** New York Philadelphia; East Hampton, NY; Paris	1.55	6.78	10.8	.09	1 2 11 10 14	PP PM JC SDR JDR	NA 75 53 40 34	NA 140 99 75 64	5 8 2 — 80	DES JD CADD MBD TID	50 28 35 — —	94 52 66 — —	Armani residence, Milan, Italy Datascope, Montvale, NJ Bancorp World Financial Center, New York Hirschfeld residence, Southampton, NY MacAndrews & Forbes, New York	Whittle Communications HQ, Knoxville, TN Pickfair, Beverly Hills, CA Barney's International House, New York Whittle residence, New York Barney's, Tokyo
149 (180)	**KPA Design Group, Inc.** Philadelphia	1.53	1.70	24.0	.58	2 3 — 2 4	PP PM JC SDR JDR	NA NA — NA NA	100 75 — 55 30	4 5 2 2 28	DES JD CADD MBD TID	NA NA NA NA —	60 40 40 — —	Price Waterhouse, Philadelphia & Falls Church, VA Booz Allen & Hamilton, Philadelphia Dauphin Deposit Bank HQ, Harrisburg, PA Delaware Management Co. HQ, Philadelphia Becker Associates HQ, Bridge Port, PA	Mellon Bank Headquarters, Philadelphia The Johnson Companies HQ, Newtown, PA W.H. Newbold/Hopper Soliday HQ, Philadelphia Arkwright Mutual Insurance, Philadelphia Butcher & Company Headquarters, Philadelphia
150 (193)	**JRS Architect, P.C.** Mineola, NY	1.52	1.60	25.0	.40	1 4 2 3 3	PP PM JC SDR JDR	NA 50 38 30 20	100 90 60 45 30	2 1 2 4 22	DES JD CADD MBD TID	40 20 24 25 —	60 28 40 — —	Savings of America, Rego Park, NY Chemical Bank, Jericho, NY National Westminster Bank USA, New York NYNEX Corporation, New York Chase Manhattan Bank, Lake Success, NY	NYNEX Corporation, New York Savings of America, various NY locations Chemical Bank, Brooklyn, NY Savings of America, Forest Hills, NY Chemical Bank, Jericho, NY
151 (—)	**Winecoff/Stathis Associates, Inc.** New York	1.50	1.50	41.4	.55	2 3 — 8 —	PP PM JC SDR JDR	NA 45 — 44 —	96 67 — 60 —	3 — — — 21	DES JD CADD MBD TID	46 — — — —	55 — — — —	Lindabury, McCormick & Estabrook, Westfield, NJ R.R. Donnelley & Sons Company, Falls Church, VA Simon & Schuster, New York Norris, McLaughlin & Marcus, Somerville, NJ Jack Resnick & Sons Company, New York	Gruner + Jahr, New York Sills, Cummis, Zuckerman, et. al., Newark, NJ R.R. Donnelley & Sons Company, Stamford, CT Deer Park Spring Water, Carlstadt, NJ Hannoch Weisman, Trenton, NJ
152 (164)	**J.T. Nakaoka Associates Architects** Los Angeles	1.44	1.64	27.9	.55	2 2 3 2 1	PP PM JC SDR JDR	NA 50 45 35 20	115 95 75 55 45	2 2 — 1 17	DES JD CADD MBD TID	60 26 — NA —	95 45 — — —	Home Express, Concord, CA Imaginarium prototype, various locations Craftmart prototype, Concord, CA Ross Stores prototype, various locations Lens Crafters, various locations	Bergdorf Goodman Men's store, New York Bergdorf Goodman renovation, New York Museum stores, various locations Cartier, Honolulu & Beverley Hills, CA Van Cleef & Arpels, Honolulu
153 (163)	**Burroughs Roos Grierson, Inc.** Washington, DC	1.43	1.68	20.0	.32	4 — 4 3 3	PP PM JC SDR JDR	NA — 55 36 29	NA — 65 48 36	3 3 — — 25	DES JD CADD MBD TID	52 27 — — —	58 48 — — —	The Bureau of National Affairs, Washington, DC The Lane Company Headquarters, Alta Vista, VA Philip Morris, Inc., Washington, DC Bonner & O'Connell, Washington, DC Bond, Beebe, Barton/Muckelbauer, Washington, DC	The Bureau of National Affairs, Washington, DC Donohoe Companies HQ, Washington, DC Action Industries Headquarters, Tupelo, MS First American Bank of Virginia, Fairfax, VA Abrams & Associates HQ, Washington, DC
154 (168)	**Carlsten Associates, P.C.** Atlanta	1.43	1.53	18.4	.94	1 3 8 — —	PP PM JC SDR JDR	NA 40 32 — —	100 65 55 — —	6 3 3 — 30	DES JD CADD MBD TID	27 20 23 — —	45 35 35 — —	American International Group, Atlanta Digital Equipment Corporation, Atlanta Federated Insurance, Atlanta Cardiopulmonology, Atlanta Pepsi Cola South regional offices, Atlanta	Crawford & Co., Atlanta Carroon & Black, Atlanta Royal Insurance, Atlanta Landmarks, Marketing Center, Atlanta Laing Properties Corporate Headquarters, Atlanta

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this listing.

155 (179)	**Perry Dean Rogers & Partners: Architects** Boston	1.43	5.60	8.6	.36	1 1 — — 1	PP PM JC SDR JDR	NA 60 — — 22	185 100 — — 37	4 2 1 9 20	DES JD CADD MBD TID	37 31 16 40 —	64 52 26 — —	Boston Five Cents Savings Bank, Boston State Street Bank, North Quincy, MA BayBank Boston, Boston Westfield State College dormitory, Westfield, MA Addison Wesley Publishing Co., North Reading, MA	United States Embassy Complex, Amman, Jordan Shawmut Bank, Boston State Street Bank, North Quincy, MA Muhlenberg College, Allentown, PA The Saunders Hotels, Boston
156 (78)	**RNL Design** Denver Los Angeles	1.42	2.99	15.5	.50	1 3 2 — 1	PP PM JC SDR JDR	NA 35 29 — 21	125 65 45 — 35	4 2 1 1 15	DES JD CADD MBD TID	39 21 21 21 —	58 35 35 — —	Union Bank, Los Angeles & San Diego Faegre & Benson, Denver AMAX, Denver First Interstate Bank, Ft. Collins, CA	New Mexico State Capitol, Santa Fe, NM Equitable Real Estate Investment Mgmt., Denver Public Service Company of Colorado, Denver Union Bank, Los Angeles & San Francisco Resolution Trust Corporation, Denver
157 (94)	**Curtis Cox Kennerly** Philadelphia	1.42	6.44	8.0	.90	1 4 2 — 1	PP PM JC SDR JDR	NA 42 33 — 22	95 70 56 — 33	5 6 2 — 23	DES JD CADD MBD TID	43 26 24 — —	70 45 38 — —	Sorbus, Inc. Headquarters renovation, Frazer, PA IMS America, Ltd./Admin. Operations, Totowa, NJ Alco Standard Corp. HQ, Valley Forge, PA LNP Technical Center Headquarters, Malvern, PA Lewis, Gilman & Kynett Ad Agency, Philadelphia	Crown Textile Company/plant offices, Taladega, AL State Street Square, Trenton, NJ Ballard, Spahr, Andrews & Ingersoll, Philadelphia SEI Corporation/Corporate HQ, Wayne, PA Assissi House Retirement Convent, Philadelphia
158 (162)	**Interior Space Specialists, Inc.** Livingston, NJ	1.41	1.41	24.0	1.30	2 2 — 2 —	PP PM JC SDR JDR	NA 45 — 27 —	125 85 — 45 —	7 1 1 2 24	DES JD CADD MBD TID	32 17 29 50 —	65 45 65 — —	OKI America, Hackensack, NJ Brockway - Smint, Albany, NY Shamrock Outlet Stores, nationwide Oncology Group, East Brunswick, NJ Cardiac Medical Center, Hackensack, NJ	Marshall & Sterling, Poughkeepsie, NY Chase Investors Managment Corp., Fairfield, NJ Tom Fields, Inc., Montvale, NJ Rockaway 80, Rockaway, NJ Marcal Paper Mills, Elmwood Park, NJ
159 (128)	**MIA Associates** Garden City, NY	1.41	1.41	20.0	.50	2 2 2 2 —	PP PM JC SDR JDR	NA 50 40 38 —	125 84 74 68 —	2 1 — — 14	DES JD CADD MBD TID	36 33 — — —	57 48 — — —	St. Francis Hospital, Roslyn, NY Weico Wire & Cable Company, Edgewood, NY Asia Development, Brooklyn, NY Southside Hospital, Bay Shore, NY Opthamological Foundation of America, New York	St. Francis Hospital, Roslyn, NY Galin & Boniuk, New York H. Muehlenstein & Company, Norwalk, CT Asia Development, Brooklyn, NY Opthamological Foundation of America, New York
160 (114)	**Hunter/Miller + Associates** Alexandria, VA	1.40	1.52	27.3	1.78	3 2 1 2 4	PP PM JC SDR JDR	NA 50 48 39 25	105 80 75 65 28	12 6 — — 36	DES JD CADD MBD TID	33 26 — — —	45 35 — — —	U.S. Fish & Wildlife Service, Arlington, VA Animal/Plant Health Insp. Serv., Hyattsville, MD Center for Innovative Tech., Fairfax County, VA Food and Drug Administration, Bethesda, MD U.S. Dept.-State Training Ctr., Tysons Corner, VA	National Ctr.-Health Statistics, Hyattsville, MD Gibson, Dunn & Crutcher, Washington, DC WETA, Washington, DC Nat'l Oceanic/Atmospheric Adm., Silver Spring, MD Patent Office-Chemical, Crystal City Arlington, VA
161 (—)	**Cornoyer-Hedrick Architects & Planners, Inc.** Phoenix Albuquerque, NM	1.40	7.17	16.5	.75	1 12 — 1 1	PP PM JC SDR JDR	NA 31 — 26 18	125 65 — 45 25	3 3 3 1 26	DES JD CADD MBD TID	30 18 23 28 —	50 40 45 — —	Phoenix City Square, Phoenix Museo Chicano, Phoenix Allstate Insurance, Phoenix The Nexus Group, Phoenix La Tasca Cafe, Phoenix	Scottsdale Insurance Company, Scottsdale, AZ Rite-Aid Corporate Headquarters, Harrisburg, PA Cornoyer-Hedrick offices, Phoenix AZ State Univ. Faculty/Admin. building, Phoenix America West Arena/suites & offices, Phoenix
162 (—)	**Crosby Helmich Yandell & Drake** San Francisco	1.40	2.00	33.8	.52	4 5 3 5 3	PP PM JC SDR JDR	NA 52 36 36 28	105 75 55 55 40	2 2 1 2 34	DES JD CADD MBD TID	36 24 39 NA —	65 35 60 — —	Serra office complex/Stanford Univ., Palo Alto, CA Commissary Store, Fort Ord, CA Pacific Bell offices, Oakland, CA Koltron Corporation, Sunnyvale, CA City Attorney, San Francisco	Naval Supply Center, Oakland, CA Santa Cruz Hotel, Santa Cruz, CA Lawrence Livermore Labs, Livermore, CA Weinberger Courthouse, San Diego IBM, San Jose, CA
163 (134)	**Cooper Carry Studio** Atlanta Washington, DC	1.35	1.42	13.4	.44	1 4 1 — 8	PP PM JC SDR JDR	NA 40 35 — 21	118 85 55 — 30	1 2 1 1 26	DES JD CADD MBD TID	30 25 40 27 —	55 53 60 — —	Barnett Office Park, Jacksonville, FL National Service Industries, Atlanta IBM Corporation/NDD, Atlanta Siemens Energy & Automation, Atlanta Amdahl, Atlanta	The Home Depot, Atlanta Arnold Air Force Base, Arnold AFB, TN Resurgeons, Atlanta Worldspan, Atlanta Heraeus Amersil, Inc., Atlanta
164 (166)	**CBT/Childs, Bertman, Tseckares & Casendino** Boston	1.33	8.20	12.3	.64	1 4 2 — —	PP PM JC SDR JDR	NA 42 38 — —	150 90 85 — —	3 3 1 1 17	DES JD CADD MBD TID	32 25 25 30 —	80 60 25 — —	AMICA Insurance, Smithfield, RI Dean Witter, Northeastern offices Tucker Anthony, Boston Coolidge Bank, Boston JetPort Hotel, Portland, ME	John Drew Company, Boston Aldrich, Eastman & Waltch, Boston Regents Computer, Boston Codman Company, Boston The Yarmouth Group, Boston
165 (143)	**Lendrum Associates Interior Architecture** Phoenix	1.32	8.20	25.0	1.00	2 4 — 2 —	PP PM JC SDR JDR	NA 45 — 28 —	90 75 — 45 —	4 3 1 1 18	DES JD CADD MBD TID	28 20 22 35 —	45 35 40 — —	Arizona Public Service Corp. HQ, Phoenix Scripps-Howard, Evansville, IN Sun State Corp. Headquarters, Phoenix Apple Computer, Inc., Regional HQ, Phoenix Coopers & Lybrand, Phoenix	MeraBank Corporate Center, Phoenix Arizona State University, Phoenix University of Phoenix, Phoenix Desert Mountain Development, Scottsdale, AZ U.S. West Communications, Phoenix
166 (140)	**Alan Gaynor & Company, P.C.** New York	1.26	1.60	22.5	.45	2 2 2 1 2	PP PM JC SDR JDR	NA 38 34 28 21	125 80 75 70 60	1 — 2 1 15	DES JD CADD MBD TID	40 — 29 33 —	80 — 70 — —	Smith New Court, Carl Marks, Inc., New York American Express Bank, Ltd., New York Dialogic Corporation, Parsippany, NJ BBC/Lionheart Television, New York MGS Development, Paramus, NJ	Smith New Court, Carl Marks, Inc., New York Price Waterhouse, Hackensack, NJ Carl Marks & Co., Inc., New York Lex Electronics, Woodbury, NY Advantest America, Inc., Fort Lee, NJ

NA indicates information not available. — indicates information not applicable to category and/or firm.

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						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
167 (165)	**Loebl Schlossman & Hackl, Inc.** **Chicago**	1.23	8.23	15.7	.90	— 5 1 3 3	PP PM JC SDR JDR	— NA NA NA NA	— NA NA NA NA	6 2 3 — 23	DES JD CADD MBD TID	NA NA NA — —	NA NA NA — —	Allstate Plaza West, Northbrook, IL Benefit Trust Life, Lake Forest, IL Harris Bank, Chicago Laventhol & Horwath, Chicago	Harris Bank, Chicago Carson & Black, Chicago
168 (156)	**Giffels Associates, Inc.** **Southfield, MI** Giffels Hoyem Basso, Troy, MI	1.22	30.60	70.0	6.60	— 2 — — —	PP PM JC SDR JDR	— 52 — — —	— 63 — — —	3 2 1 — 8	DES JD CADD MBD TID	40 26 26 — —	47 32 32 — —	State of MI Correctional Facilities, various, MI MSU Jack Breslin Center, East Lansing, MI Saginaw Valley Physical Ed. Facility, Saginaw, MI Detroit Metropolitan Airport, Romulus, MI Digital Equipment Corporation, IN, WV & MI	State of MI Correctional Facilities, various, MI Amoco APPI, Atlanta Michigan Technological University, Houghton, MI Ford Ohio Truck, Avon Lake, OH U.S. Post Offices, various, MI
169 (154)	**H. Hendy Associates** **Irvine, CA**	1.15	1.35	91.0	2.60	3 1 — — —	PP PM JC SDR JDR	NA NA — — —	100 65 — — —	13 2 1 1 23	DES JD CADD MBD TID	30 19 30 NA —	53 45 50 — —	CIGNA, Woodland Hills, CA Medstone International, Irvine, CA Apple Computer, San Diego Health & Tennis Corporation, Huntington Beach, CA San Clemente Savings Bank, Laguna Hills, CA	Apple Computer, Culver City, CA General Monitors, Irvine, CA The Keith Companies, Costa Mesa, CA
170 (199)	**Contract Interiors, Inc.** **Southfield, MI** Detroit & Ann Arbor, MI	1.12	1.20	35.0	2.50	— 3 — — —	PP PM JC SDR JDR	— 35 — — —	— 50 — — —	4 8 2 4 24	DES JD CADD MBD TID	29 22 30 27 —	50 50 65 — —	Ford Motor Company, Dearborn, MI Vandever, Garzia, Tonkin, et. al., Birmingham, MI Sony Consumer Products Co., Farmington Hills, MI Society of Manufacturing Engineers, Dearborn, MI Jonna Companies-Blmfd. Ctr., Bloomfield Hills, MI	Ford Motor Company, Dearborn, MI Johnson Controls/DeMattia & Assoc., Plymouth, MI General Motors/Cadillac Sales Division, Detroit Michigan National Corp., Bloomfield Hills, MI Rochester School Administration, Rochester, MI
171 (—)	**Mojo Stumer Architects** **Roslyn Heights, NY**	1.10	3.24	18.5	.63	2 3 4 4 3	PP PM JC SDR JDR	NA 35 29 28 24	135 52 40 37 12	5 2 — 1 28	DES JD CADD MBD TID	38 25 — 35 —	51 14 — — —	Hewlett Packard, Mellville, NY H.O.P. Office Center, Hauppauge, NY Quality King offices, Hauppauge, NY Apartment, New York Private residence, Deal, NJ	Private residence, Kings Point, NY Efrem Stores, Manhassett, NY Athletes Foot stores, Greenvale, NJ Southern Container Corp. Headquarterz, islip, NY Hitachi Corporation, Woodbury, NY
172 (149)	**Interior Space, Inc.** **St. Louis**	1.10	1.19	12.0	1.10	3 4 — — —	PP PM JC SDR JDR	NA 37 — — —	95 75 — — —	7 5 — — 24	DES JD CADD MBD TID	22 18 — — —	50 35 — — —	Union Electric Company, St. Louis Cass Information Systems, St. Louis Arch Mineral, St. Louis Stifel Financial Corporation, St. Louis Blue Cross & Blue Shield of Missouri, St. Louis	Stifel Financial Corporation, St. Louis Blue Cross & Blue Shield of Missouri, St. Louis Citicorp Mortgage Incorporated, St. Louis Consolidated Grain and Barge, St. Louis Anheuser-Busch-Brewery Tour, Williamsburg, VA
173 (148)	**Interior Design Development Inc.** **Costa Mesa, CA**	1.10	2.30	5.0	.50	2 2 2 — —	PP PM JC SDR JDR	NA 42 30 — —	85 85 85 — —	2 2 — 2 14	DES JD CADD MBD TID	32 24 — 30 —	85 65 — — —	City of Hope Fundraiser, Los Angeles Kaiser Permanente, various Southern CA locations Coldwell Banker, Newport Beach, CA Covington Technologies, various CA locations Mattie, Inc. Hawthorne, CA	City of Hope Fundraiser, Los Angeles Kaiser Permanente, various Southern CA locations Prudential, Costa Mesa, CA Covington Technologies, various CA locations Watt Industries, Ontario, CA
174 (183)	**Saxelbye, Powell, Roberts & Ponder, Inc.** **Jacksonville, FL**	1.10	3.63	7.2	.38	1 2 2 — —	PP PM JC SDR JDR	NA NA NA — —	75 70 55 — —	2 1 2 1 11	DES JD CADD MBD TID	NA NA NA NA —	50 45 35 — —	Auditor General Building, Tallahassee, FL Koger Jackson, Jacksonville, FL Koger Hamilton, Jacksonville, FL Barnett Banks, GA & FL Florida National Banks, various FL locations	Reichhold Chemical World HQ, Raleigh, NC Larson Building, Tallahassee, FL Insurance Company, Jacksonville, FL Koger Office Buildings, various SE locations Barnett Banks, various FL & GA locations
175 (117)	**Business Design Group** **Philadelphia**	1.10	1.10	25.0	1.50	2 4 — — —	PP PM JC SDR JDR	NA 35 — — —	100 75 — — —	8 2 3 4 28	DES JD CADD MBD TID	27 16 30 30 —	53 25 50 — —	Intracorp, Berwyn, PA ARCO Chemical Company, Newtown Square, PA German, Gallagher & Murtagh, Philadelphia Hoffritz for Cutlery, various US locations Information Consulting Group, New York	ARCO Chemical Company, Newtown Square, PA Nichols Company, Plymouth Meeting, PA Hoffritz for Cutlery, various US locations Penn Mutual Life Insurance, Horsham & Phila., PA CertainTeed Corporation, King of Prussia, PA
176 (153)	**Donna Vaughan & Associates, Inc.** **Dallas**	1.10	1.31	36.0	1.80	1 6 5 1 —	PP PM JC SDR JDR	NA 50 28 41 —	120 65 45 55 —	— 4 2 1 25	DES JD CADD MBD TID	— 19 50 80 —	— 35 55 — —	County Seat, Dallas Trinity Insurance Company, Dallas American General Group Insurance Co., Dallas Morton H. Meyerson Symphony Hall, Dallas Club Corporation, Dallas	First Gibralter Bank, Dallas & Houston KL Datachecker, Inc., Irving, TX Antrium Computer, Plano, TX Boy Scouts of America, Westlake, TX Kenneth Leventhal & Associates, Dallas
177 (189)	**Dennis R. Smith and Associates, Inc.** **San Francisco**	1.09	1.10	7.5	.32	1 2 2 1 1	PP PM JC SDR JDR	NA 42 35 28 27	110 68 62 50 50	1 3 1 1 15	DES JD CADD MBD TID	36 24 35 36 —	65 45 65 — —	Lillick & Charles, San Francisco Bank of California, Los Angeles Bank of CA-California St./1 & 2 Fl., San Francisco Bank of CA-Sansome St./14th Fl., San Francisco Bank of CA-California St./14th Fl., San Francisco	Provident Central Credit Union, Redwood Shrs., CA Glen Slaughter & Associates, Oakland, CA Bank of CA-Sansome St./9th Fl., San Francisco Bank of CA-Sansome St./12th Fl., San Francisco Bank of CA-Sansome St./15th Fl., San Francisco

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this listing.

178 (115)	**Godwin & Associates** Atlanta	1.06	1.33	70.0	1.00	4	PP	NA	NA	8	DES	30	50	WFTV-9, Orlando, FL Commercial Bank of Douglasville, Douglasville, GA Federal Home Loan Bank, Atlanta McCann-Ericksen, Atlanta IBM branch office, Atlanta	Hewlett-Packard district office, Houston Federal Reserve Bank, Atlanta Information Systems America, Atlanta Greystone Power, Douglasville, GA William Carter Company, Atlanta
						1	PM	40	75	—	JD	—	—		
						—	JC	—	—	2	CADD	30	60		
						—	SDR	—	—	1	MBD	25	—		
						—	JDR	—	—	20	TID	—	—		
179 (170)	**The Space Management and Design Group** San Francisco	1.01	1.06	15.0	.37	2	PP	NA	75	2	DES	32	47	Thelen, Marrin, Johnson & Bridges, San Francisco Coblentz, Cahen, McCabe & Breyer, San Francisco Rothschilds, Oklahoma City, OK McCauley's, Davis, CA Metro Center, Foster City, CA	Thelen, Marrin, Johnson & Bridges, San Francisco Rothschilds, Oklahoma City, OK Orinda Theater Square, Orinda, CA Star Graphics, Foster City, CA Metro Center, Foster City, CA
						2	PM	37	55	—	JD	—	—		
						—	JC	—	—	—	CADD	—	—		
						2	SDR	34	51	—	MBD	—	—		
						2	JDR	24	35	12	TID	—	—		
180 (—)	**Irvine Associates Architects, Inc** Houston	1.00	1.00	40.0	2.00	1	PP	NA	120	3	DES	40	68	Tenneco Inc./corporate reorganization, Houston Panhandle Eastern Corp./corporate HQ, Houston Southdown Corporation/corporate offices, Houston USPCI/corporate Headquarters, Houston Texas Oil and Gas/corporate offices, Houston	Tenneco, Inc./corporate facilties, Houston Highland Insurance Co./corporate HQ, Houston Hewitt Associates, Woodlands, TX Law Engineering, Houston
						2	PM	48	80	7	JD	28	45		
						2	JC	42	70	—	CADD	—	—		
						1	SDR	36	55	—	MBD	—	—		
						2	JDR	30	50	22	TID	—	—		
181 (—)	**Silvester Design, Inc.** South Norwalk, CT	1.00	1.00	7.5	.15	2	PP	NA	92	4	DES	40	57	American Airlines-JFK Admirals Club, Jamaica, NY Amer. Air.-LaGuardia Club/Bus. Ctr., Flushing, NY Delta Airlines-Newark Crown Room, Newark, NJ Amer. Airlines-LaGuardia Concourse, Flushing, NY 120 East Avenue, Norwalk, CT	American Airlines-JFK Admirals Club, Jamaica, NY Duty Free International, various locations Tobron Office Furniture, New York British Airways Reservation, Jackson Heights, NY Sachem Animal Hospital, Holbrook, NY
						1	PM	75	90	1	JD	20	28		
						1	JC	42	61	1	CADD	42	65		
						1	SDR	40	55	1	MBD	41	—		
						1	JDR	34	47	15	TID	—	—		
182 (173)	**Design Collective Incorporated** Columbus, OH Cleveland	1.00	1.00	21.6	1.02	2	PP	NA	90	5	DES	20	48	Liebert Corporation, Columbus, OH Ernst & Whinney, Columbus, OH Wittenberg Univ. Student Center, Springfield, OH The Lakes Golf & Country Club, Columbus, OH Price Waterhouse, Columbus, OH	Mayflower Retirement Community, Winter Park, FL Univ. of South Florida Student Center, Tampa, FL Dayton Country Club, Dayton, OH Wittenberg Univ. dormitories, Springfield, OH Wyse Advertising, Cleveland
						3	PM	35	65	—	JD	—	—		
						—	JC	—	—	—	CADD	—	—		
						1	SDR	NA	35	—	MBD	—	—		
						1	JDR	NA	25	14	TID	—	—		
183 (195)	**Jain Malkin Inc.** La Jolla, CA	1.00	1.54	36.5	.59	1	PP	NA	100	5	DES	34	49	Kaiser Permanente Medical Ctr. Tower, San Diego Seacrest Village/Home for the Aged, Encinitas, CA Scripps Memorial Hospital, Encinitas, CA Kaiser Vandever Clinic, San Diego Scripps Memorial Hospital expansion, La Jolla, CA	Good Samaritan Hospital, San Jose, CA North City West Medical office bldg., Del Mar, CA Village Hillcrest Medical office bldg., San Diego Mercy Hospital, Bakersfield, CA Utica Park Clinic, Tulsa, OK
						4	PM	40	60	2	JD	25	30		
						—	JC	—	—	2	CADD	30	60		
						—	SDR	—	—	—	MBD	—	—		
						—	JDR	—	—	18	TID	—	—		
184 (176)	**The Van Summern Group, Inc.** Stamford, CT New York	.99	1.10	15.0	.34	4	PP	NA	85	2	DES	40	60	St. Vincent Hospital, Harrison, NY General Electric Credit Corporation, Stamford, CT Watertown Med. Professional Bldg., Watertown, CT F.A. Bartlett Tree Expert Company, Stamford, CT Rogers Casey, Darien, CT	Cadbury Schwepps, Inc., Stamford, CT Arts & Entertainment Cable Network, New York Group W Satellite Communications, Stamford, CT General Electric Capital, Danbury, CT Aid for the Retarded, Inc., Stamford, CT
						2	PM	42	65	—	JD	—	—		
						2	JC	33	60	3	CADD	30	55		
						1	SDR	40	60	1	MBD	30	—		
						2	JDR	24	35	19	TID	—	—		
185 (—)	**Irene Pujol Design Associates, Inc.** Philadelphia	.99	1.10	15.8	2.10	1	PP	NA	100	1	DES	NA	55	Donegal Mutual Insurance Company, Marietta, PA Penske Auto Center, New York Longo Toyota, El Monte, CA Roxborough Memorial Hospital, Philadelphia First Pennsylvania Bank, Philadelphia	SKF Industries, King of Prussia, PA Towers, Perrin, Forster & Crosby, Pittsburgh Sun Refining & Marketing, Philadelphia The Radnor/Canuso Partnership, Voorhees, NJ Master Lease Corporation, Bala Cynwyd, PA
						4	PM	40	65	—	JD	—	—		
						—	JC	—	—	4	CADD	25	45		
						—	SDR	—	—	1	MBD	NA	—		
						—	JDR	—	—	15	TID	—	—		
186 (—)	**Ford Design Group Inc.** Santa Monica, CA Tokyo	.99	.99	12.0	.62	1	PP	NA	100	5	DES	36	69	Kaiser Permanente, Los Angeles Great Western Bank, Irvine, CA UCLA Medical Center, Los Angeles Palomar Medical Center, Escondido, CA	St. Lukes International Hospital, Tokyo Goldwater Center for Science, Tempe, AZ Arizona State University, Tempe, AZ Children's Hospital of Orange County, Orange, CA California Baptist College, Riverside, CA
						1	PM	45	90	3	JD	27	52		
						—	JC	—	—	—	CADD	—	—		
						—	SDR	—	—	—	MBD	—	—		
						—	JDR	—	—	11	TID	—	—		
187 (181)	**GBD Interiors** Portland, OR	.98	.98	12.0	.24	3	PP	NA	90	2	DES	30	60	Porche Cars North America, Reno, NV Pacificorp Headquarters, Portland, OR Wieden & Kennedy, Portland, OR Bogle & Gates law offices, Portland, OR Courthouse Judges Chambers, Portland, OR	Oregon State Office Building, Portland, OR Pozzi Wilson law offices, Portland, OR Ragen Tremaine law offices, Portland, OR Nerco Headquarters, Portland, OR The Eye Center, Portland, OR
						1	PM	40	80	3	JD	24	50		
						1	JC	35	60	4	CADD	24	50		
						—	SDR	—	—	1	MBD	NA	—		
						—	JDR	—	—	19	TID	—	—		
188 (188)	**Spector, Knapp & Baughman, Ltd.** Washington, DC	.98	.98	27.9	.62	3	PP	NA	85	3	DES	39	65	National Association of Counties, Washington, DC Bldg. Owners/Managers Assoc., Washington, DC Chubb Group/Insurance Co., Washington, DC Brown & Wood, Washington, DC Southern Pacific Railroad, Washington, DC	Friedlander, Misler, et. al., Washington, DC The Lenkin Company, Bethesda, MD Georgia Pacific Corporation, Washington, DC Leydig, Voit & Mayer, Washington, DC Occupational Health Associations, Washington, DC
						2	PM	48	75	1	JD	27	50		
						—	JC	—	—	—	CADD	—	—		
						—	SDR	—	—	1	MBD	44	—		
						—	JDR	—	—	12	TID	—	—		
189 (155)	**gb Design, Inc.** Kansas City, MO Boston	.96	.96	25.0	.93	2	PP	NA	100	—	DES	—	—	DST Systems, Inc., Kansas City, MO Policyholder Service, Kansas City, MO Boston Financial Data Services, Boston Kemper Financial Data Services, Kansas City, MO Price Waterhouse, Kansas City, MO	IFTC, Kansas City, MO Aetna Life & Casualty, Hartford, CT Kemper Financial Data Services, Kansas City, MO DST Systems, Inc., Kansas City, MO Boston Financial Data Services, Boston
						3	PM	30	55	—	JD	—	—		
						2	JC	25	50	—	CADD	—	—		
						3	SDR	17	45	—	MBD	—	—		
						—	JDR	—	—	14	TID	—	—		

NA indicates information not available. — indicates information not applicable to category and/or firm.

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
						NO. OF EM-PLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EM-PLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
190 (—)	**Research Planning Associates, Inc** Philadelphia	.95	.95	6.0	.25	2 2 — — —	PP PM JC SDR JDR	NA NA — — —	NA NA — — —	6 3 — — 15	DES JD CADD MBD TID	33 20 — — —	45 30 — — —	Vanguard, Wayne, PA University of Pennsylvania, Philadelphia Byrne Courthouse, Philadelphia Latimer & Buck, Philadelphia Pitcairn Properties, Philadelphia	University of Pennsylvania, Philadelphia Byrne Courthouse, Philadelphia Premier Dental, Norristown, PA Colonial Penn, Philadelphia Meridian Bank, Philadelphia
191 (146)	**Calcara, Duffendack, Foss, Manlove, Inc.** Kansas City, MO	.94	2.10	22.0	.30	1 1 2 — —	PP PM JC SDR JDR	NA 55 25 — —	125 70 45 — —	1 2 — — 8	DES JD CADD MBD TID	28 22 — — —	45 35 — — —	MCAA Headquarters, Overland Park, KS B.C. Christopher, Kansas City, MO	
192 (172)	**Rhycof Design Associates, Inc.** Atlanta	.94	.99	112.0	3.50	2 2 — — —	PP PM JC SDR JDR	NA 30 — — —	90 75 — — —	3 1 2 1 12	DES JD CADD MBD TID	25 19 25 NA —	55 45 65 — —	Knowledgeware/Tower Place, Atlanta Prudential, Atlanta Knowledgeware, Ann Arbor, MI Knowledgeware, Washington, DC Southern Educators, Atlanta	Knowledgeware, Chicago Consolidated Support Center, Hurlburt Field, FL Georgia Oncology, Atlanta Knowledgeware-expansion, Atlanta R.T. Jones Public Library, Canton, GA
193 (127)	**Vinick Associates, Inc.** Hartford, CT	.94	1.04	55.0	.60	3 3 — 5 3	PP PM JC SDR JDR	NA 30 — 35 25	100 75 — 45 35	— 2 3 — 22	DES JD CADD MBD TID	— 25 25 — —	— 50 40 — —	Columbia U. Bookstore/Barnes & Noble, New York Carmody & Torrance law offices, Waterbury, CT Hartford Civic Center Food Court, Hartford, CT Richmond Brothers/retail store, St. Ann, MO Nonamo/women's retail store, Franklin Mills, PA	Catholic University Bookstore/Barnes & Noble, DC Early Learning Ctr./toy stores, various locations Lux, Bond & Green Jewlers, Hartford, CT Dr. Tulin, Wernick, Dym, PC, East Hartford, CT First Bank of West Hartford, West Hartford, CT
194 (137)	**Earl R. Flansburgh + Associates, Inc.** Boston	.93	2.75	20.0	.41	2 3 — 2 1	PP PM JC SDR JDR	NA 40 — 25 22	100 70 — 40 35	2 1 1 1 20	DES JD CADD MBD TID	37 31 30 36 —	60 50 50 — —	Ropes & Gray, Boston Berkley Community School, Berkley, MA Burbank Elementary School, Belmont, MA Sunderland Elementary School, Sunderland, MA Lans & Altman, Boston	Electronic Warfare Associates, Tysons Corner, VA Henrico County Middle School, Richmond, VA McLane Law Firm, Manchester, NH Tibbetts Hill School, Goffstown, NH Mascenic Regional High School, New Ipswich, NH
195 (—)	**Interform** Lafayette, CA	.89	1.07	29.0	.99	2 5 1 1 —	PP PM JC SDR JDR	NA 45 40 33 —	95 75 70 55 —	— 1 1 1 21	DES JD CADD MBD TID	— 28 35 50 —	— 35 55 — —	Computerland, Pleasanton, CA Impell Corp., San Ramon, CA Fibreboard, Pleasant Hill, CA Traveler's Insurance/regional, Walnut Creek, CA Siemans, San Ramon, CA	Wordstar, Richmond, CA Marcel Sherman, Fairfield, CA Unocal, San Ramon, CA Cornuts, Alameda, CA J.M. Montgomery Engineering, Walnut Creek, CA
196 (191)	**Wheeler-Hildebrandt & Associates, incorporated** Minneapolis	.89	.90	17.0	.98	2 2 — 2 2	PP PM JC SDR JDR	NA 40 — 28 26	80 70 — 48 42	4 1 — — 19	DES JD CADD MBD TID	25 18 — — —	45 30 — — —	Minneapolis Convention Center, Minneapolis Wayzata School System, Wayzata, MN Methodist Hospital, St. Louis Park, MN Minnesota State Bank, St. Paul, MN Larkin, Hoffman, et. al. law firm, Bloomington, MN	Minneapolis Convention Center, Minneapolis Methodist Hospital, St. Louis Park, MN Rosemount, Incorporated, Chanhassen, MN Park Nicollet Medical Center, Bloomington, MN Minnesota State Capitol Complex, St. Paul, MN
197 (—)	**Kathy Young Design, Inc.** Minneapolis	.87	1.08	12.5	1.70	1 5 — 1 —	PP PM JC SDR JDR	NA 40 — 25 —	70 45 — 35 —	2 5 1 — 17	DES JD CADD MBD TID	24 20 15 — —	33 30 35 — —	Gillette Child. Hosp./Epilepsy Unit, St. Paul, MN Medtronic, Inc., CA & MN Butler Square, Minneapolis Americana Bank, Edina, MN Mirage Rock Club, Minneapolis	Holiday Inn, Duluth, MN Lake Calhoun Executive Center, Minneapolis Autumn Woods Apartments, Minneapolis The Waters, A Corporate Environment, Eagan, MN Gillette Childrens Hospital, St. Paul, MN
198 (190)	**Ken R. Harry Associates, Inc.** Houston	.86	.90	9.0	.30	1 1 — 1 —	PP PM JC SDR JDR	NA 65 — 30 —	125 75 — 50 —	2 — 1 — 8	DES JD CADD MBD TID	40 — 28 — —	65 — 50 — —	Marsh & McLennan, Houston Andrews & Kurth, Dallas Atlas & Hall, McAllen, TX Fulbright & Jaworski, Austin, TX Celeron Corporation, Houston	Andrews & Kurth, Houston Telecheck, Houston Sheinfeld, Maley & Kay, Houston Remco Enterprises, Inc., Houston Meredith, Donnell & Abernetty, Corpus Christi, TX
199 (187)	**Strategic Design Group** Richmond, VA	.86	.95	15.5	.70	2 2 — — 1	PP PM JC SDR JDR	NA 38 — — 20	80 65 — — 55	6 4 1 — 15	DES JD CADD MBD TID	30 22 27 — —	58 55 70 — —	Crestar Bank, Richmond, VA Virginia Power, Richmond, VA Dept. of Economic Development, Richmond, VA State Ed. Assistance Authority, Richmond, VA Retreat Hospital, Richmond, VA	Dominion Resources Corporate HQ, Richmond, VA Crestar Bank, Richmond, VA Coopers & Lybrand, Richmond, VA City of Richmond/City Hall Building, Richmond, VA Albemarle Hospital, Elizabeth City, NC
200 (171)	**Benson, Hlavaty & Associates, Inc.** Dallas	.85	1.01	69.0	1.88	3 1 — 2 2	PP PM JC SDR JDR	NA 35 — 30 27	85 65 — 65 45	3 2 — 1 16	DES JD CADD MBD TID	32 25 — 43 —	60 40 — — —	Maxus Energy Corporation, Dallas Eppler, Guerin & Turner, Dallas Rexene Corporation, Dallas Electronic Data Systems, Dallas Link Training Services, Irving, TX	Vial, Hamilton, Koch & Knox, Dallas Chubb & Son, Inc., Dallas Frito-Lay, Inc., Princeton, NJ Hopkins, Sutter & Clark, Dallas Corporate Benefit Systems, Dallas

*Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this listing.

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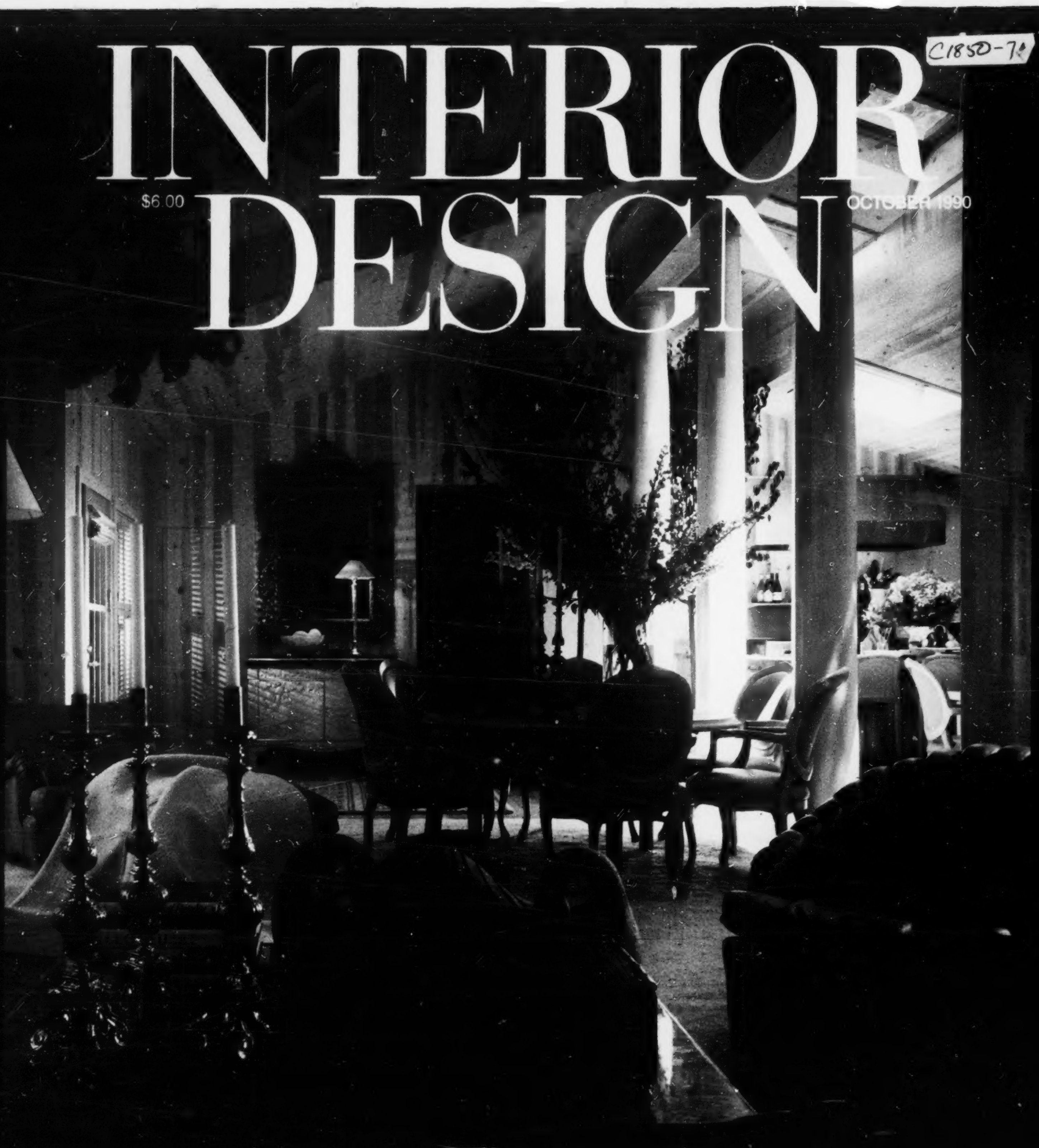
INTERIOR DESIGN

$6.00
OCTOBER 1990



100 HOTEL & RESTAURANT GIANTS

FRANK GEHRY'S FURNITURE MUSEUM FOR VITRA
CAD: A COST BENEFIT ANALYSIS
RESIDENTIAL DESIGN BY TOM BRITT AND THE PFISTER PARTNERSHIP

A [illegible] UBLICATION

Empire State
NEW YORK

Snow biz *p. 252*

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Kilims for the ceiling *p. 204*

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A comfortable yet elegant living room by The Pfister Partnership for a Lake Tahoe lodge (see page 224). Photography: Jaime Ardiles-Arce

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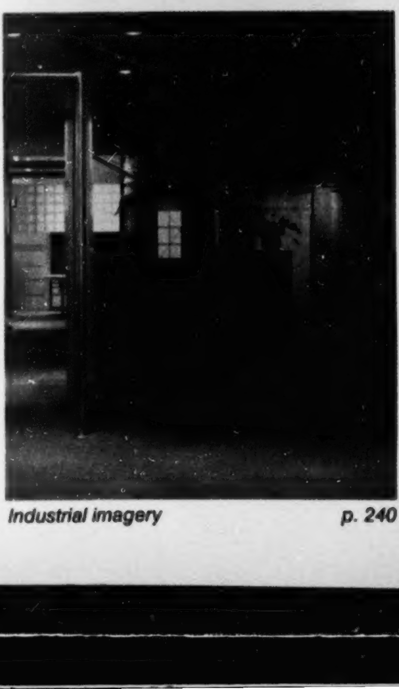

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1990

INTERIOR DESIGN HOTEL & RESTAURANT GIANTS

The hospitality design field continues to experience "interesting times"

BY ANDREW LOEBELSON

This was a strange year for the Hotel & Restaurant Giants. Fees for design were up two percent to $133.6 million, while purchasing fees were down 16 percent to $71.7 million. The actual value of work designed and built by these one hundred firms declined nearly seven percent to $2.2 billion. More hotels and restaurants are in the "pipeline" now, so design fees are being collected this year for work to be finished next year, while fixtures, furnishings and accessories are being left to be purchased next year when the work is finished.

As more and more work is devoted to enormous undertakings, such as the now very famous Taj Mahal, the work gets stretched out over more and more years. Design firms are seeing the logical profit center "service line extensions" of long-term real estate planning and total landscape/architecture/interiors/accessories/advertising/package design, and seek to establish a full-service consulting partnership with their clients. This extended relationship better controls both the marketing and design efforts necessary to make modern hospitality work successful.

Of the 100 Hotel & Restaurant Giants, 82 are primarily interior design firms, seven are architecture firms, four are hotel departments, one is a purchasing firm, and six classified themselves as "others." Twelve firms actually derive more income from purchasing efforts than from design efforts. The average firm gets 84 percent of its fees from hospitality work, two percent higher than last year.

These firms installed 70,000 guest rooms this year, 25 percent less than last year; 180,000 restaurant seats, 40 percent less than last year; and 560,000 function room seats, half as many as last year. But common area space completed was ten percent more this year than last. Overall, the amount of work *completed* this year was substantially less than last year and even less than the year before.

As usual, costs continue to rise. Hotel costs rose this year, around eight percent more than last year. New hotel work rose to over $130 per sq. ft., with about $45 of that for furnishings and $87 for construction.

Continued

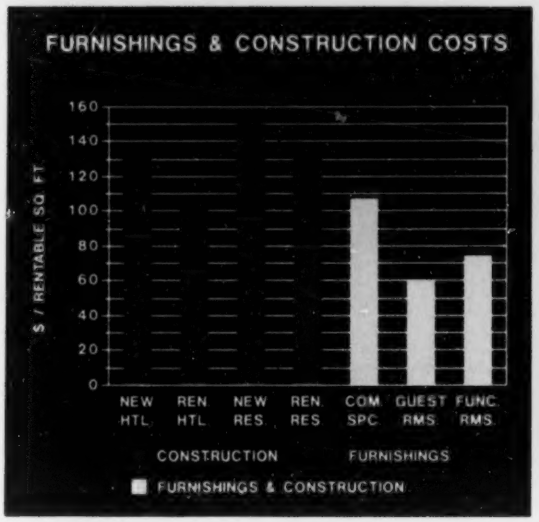


CHART ONE

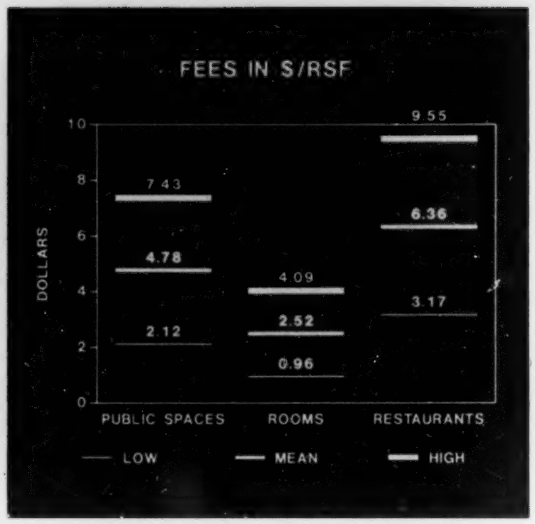


CHART TWO

Renovated hotel costs were substantially less, but five percent more than last year; the total cost was over $39 per sq. ft. for furnishings and $65 for construction. Almost everything else rose along with the rate of inflation. New restaurants cost almost $54 per sq. ft. for furnishings and over $96 for construction. Renovated restaurants cost $53 per sq. ft. for furnishings and $80 for construction. The cost of common spaces was about $108 per sq. ft., while guest rooms cost nearly $61 and function rooms $75 (CHART ONE).

The average fee for public spaces in dollars per rentable sq. ft. stayed about the same this year, $4.78 versus $4.70 last year. But fees for rooms went up slightly, from $2.23 to $2.52 per sq. ft. And fees for restaurants went up even more, from $5.58 to $6.36 per sq. ft. (CHART TWO).

Fees in terms of percentage of work in place were more variable. The average fee for public spaces went from 11.3 to 10.3 percent; for rooms the average rose from 6.7 to 7.7 percent and for restaurants the average fee stayed almost the same, 12.0 to 12.1 percent (CHART THREE).

Confusing the issue even further, the average "fair" fees for hospitality work expressed in dollars per hour rose strongly for all kinds of work (CHART FOUR). The billing rates for public spaces rose from $68.99 to $77.78 per hour; for restaurants it rose from $69.29 to $78.33.

This would imply that the average billing rate per hour should have risen substantially, which is true. Notable were increases ranging from a low of seven percent for senior drafters and project designers to a high of over 30 percent for CADD operators. Increases averaged between 10 and 15 percent for project managers, job captains, junior drafters, senior designers and junior designers (CHART FIVE).

Those results, in turn, suggest that salaries have risen quite strongly this year. They have, but less so and more uniformly. Staying about the same, or less than five percent more than last year, were project managers, senior drafters, project designers, junior designers and non-billable staff. Those enjoying between five and 15 percent were job captains and junior drafters. Those most gratified since last year were marketing people, up 25 percent, and CADD operators, up 33 percent (CHART SIX).

If billing rates rise more sharply overall than salaries, the implication is that the multiple (the number that multiplies the salaries-plus-fringes to generate a billing rate that also covers overhead) is rising. Typically, billing rates are 2.6 times the direct personnel expense (salaries plus fringes). This year's Hotel & Restaurant Giants are averaging 2.8.

CHART THREE

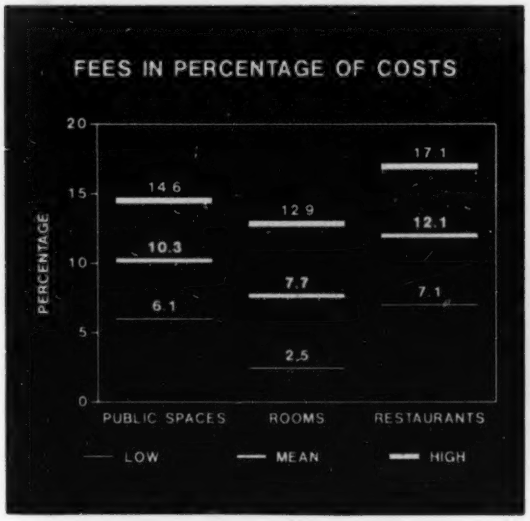
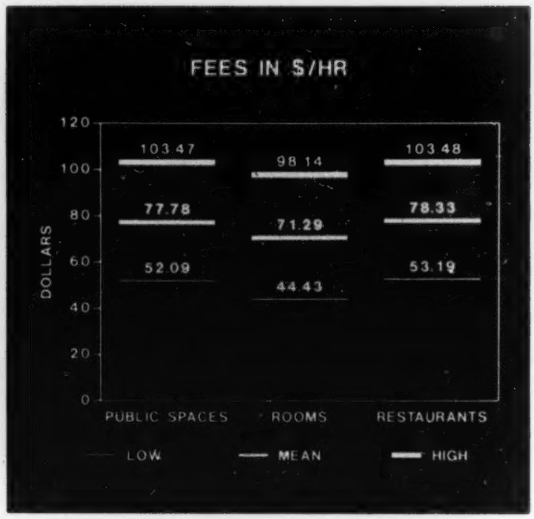


CHART FOUR



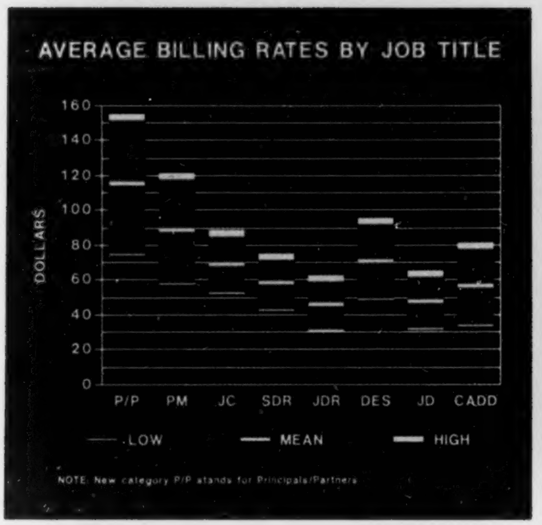


CHART FIVE

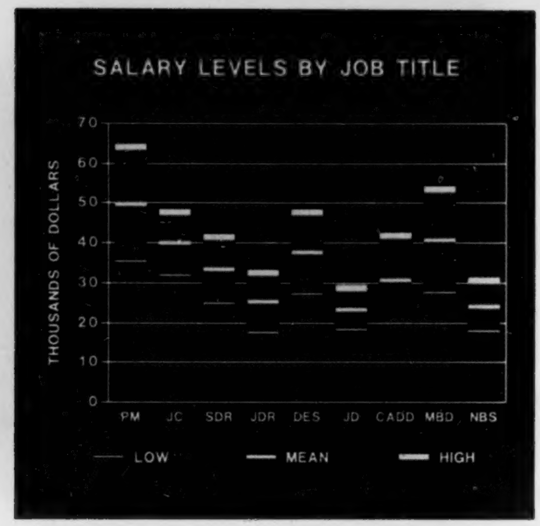


CHART SIX

Total employment rose just slightly from 2,322 staff members last year to 2,381 this year (CHART SEVEN). The only notable changes in percentage of staff were the reduction of non-billable members, from 20 to 18 percent, and the doubling of the marketing staff, from three to six percent. It is probable that the increased marketing costs resulted in a higher multiple, as delineated above.

The average use of consultants slipped somewhat this year with only five (lighting, food, art, purchasing and audio/visual) used in more than ten percent of the projects (CHART EIGHT).

The special areas that we track each year increased significantly. Conference centers grew from 45 to 51 percent of all projects, while physical fitness installations increased from 41 to 50 percent and business services doubled from 21 to 43 percent. Not surprisingly, considering the awareness of the need for them, day care centers shot up from three to eight percent.

Some 58 percent of hospitality work this year was new work, compared to last year's figure of 56 percent. Continuing a trend, these firms were hired even more often by top management than last year, up from 62 to 64 percent. And fewer jobs this year were determined by the lowest bid, 36 versus 39 percent.

The firms most respected by their peers are: Hirsch/Bedner & Associates in Santa Monica, California (# 1 again this year on the following listing); James Northcutt in Los Angeles (#21); Frank Nicholson in Cambridge, Massachusetts; Trisha Wilson of Wilson & Associates in Dallas (#5); and Pat Kuleto in California and New York. Among some of the installations most admired by this year's Hotel & Restaurant firms were: Postrio restaurant in San Francisco; the Mirage Hotel/Casino in Las Vegas; and two Four Seasons installations, one in Santa Barbara *(see Interior Design, February 1990)* and the other in Chicago.

As was said last year, we are continuing to live through "interesting times." The statistics indicate that costs and fees are up, but volume is down. As long as salaries continue to rise, though, this would appear to be a healthy field. ☐

Andrew Loebelson is vice president of domestic facilities of Salomon Brothers, Inc., the New York investment banking firm.

Information compiled by Deana L. Luzzi. Reprints of this article are available for $2 each through Deana Luzzi at Interior Design, *249 West 17th Street, New York, NY 10011, (212) 463- 6675.*

The interior design fees on the following pages represent interior design work only (excluding architecture). All figures have been rounded off for the purpose of this listing. --Ed.

CHART SEVEN

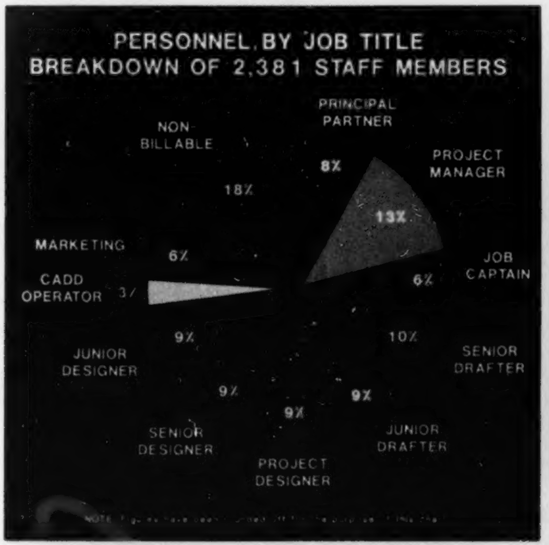
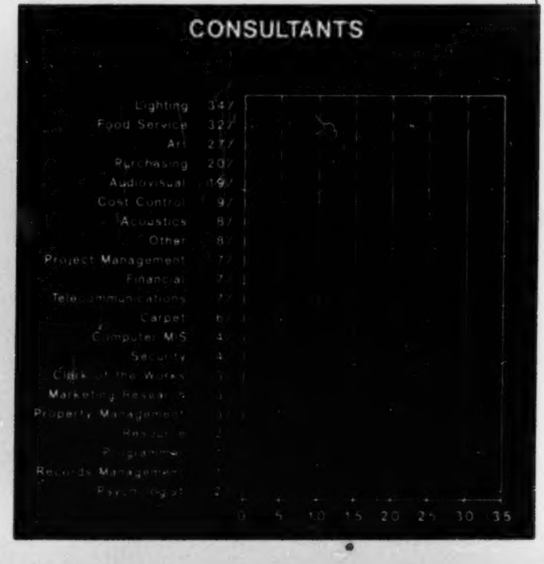


CHART EIGHT



1990
INTERIOR DESIGN
HOTEL & RESTAURANT
GIANTS

PP — PRINCIPALS/PARTNERS
PM — PROJECT MANAGERS
JC — JOB CAPTAINS
SDR — SENIOR DRAFTERS
JDR — JUNIOR DRAFTERS
DES — PROJECT & SENIOR DESIGNERS
JD — JUNIOR DESIGNERS
CADD — CADD OPERATORS
MBD — MARKETING BUSINESS DEVELOPMENT
TID — TOTAL INTERIOR DESIGN STAFF

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH	HOSPITALITY FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
					NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AV. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AV. BILLING RATE $/HOUR		
1 (1)	**Hirsch/Bedner and Associates** Santa Monica, CA Atlanta; Hong Kong; London	10.59	10.59	264.8	2 7 12 25 37	PP PP JC SDR JDR	NA 82 52 47 40	250 180 85 85 65	33 18 -- -- 180	DES JD CADD MBD TID	55 36 -- -- --	105 65 -- -- --	Grand Hyatt Hong Kong, Wanchai, Hong Kong Park Hyatt San Francisco, San Francisco Mariott Hong Kong, Hong Kong Hyatt Regency Maui, Maui, HI Hyatt Regency Belgrade, Belgrade, Yugoslavia	Ritz Carlton St. Louis, St. Louis Ritz Carlton Kansas City, Kansas City, MO Grand Hyatt Taipei, Tapei, Taiwan Park Hyatt Sydney Cove, Sydney, Australia Hyatt Regency Kauai, Kauai, HI
2 (2)	**Bent Severin & Associates** San Francisco Singapore; Hong Kong; Bangkok; Sydney; Kuala Lampur	9.50	9.50	148.0	1 19 12 10 60	PP PM JC SDR JDR	NA 60 38 33 24	210 100 70 50 40	10 23 1 4 153	DES JD CADD MBD TID	49 30 27 50 --	78 50 40 -- --	Sheraton Noosa, Queensland, Australia Hyatt Erawan, Bangkok, Thailand Royal Pacific Hotel, Hong Kong Piere Carins, Carins, Australia Siam Bayshore Hotel, Patays, Thailand	Sheraton San Martin, San Martin, Carribean Nusa Indah Hotel/Convention Center, Bali, Australia Radison Victoria, Sydney, Australia Concord Hilton Hotel, Concord, CA Chateau LaCombe, Edmonton, Canada
3 (3)	**Graham Design Ltd. (formerly Graham-Solano)** Woburn, MA Guadalajara, Mexico; Tokyo; Seoul; Hong Kong; Istanbul	8.42	8.42	186.0	2 5 4 6 2	PP PM JC SDR JDR	NA 65 40 36 27	NA 135 95 110 53	10 3 2 -- 42	DES JD CADD MBD TID	46 24 55 -- --	108 53 130 -- --	Vista International Hotel, Watham/Boston, MA Fiesta Americana Hotel, Cancun, Mexico Sheraton Bal Harbour, Bal Harbour, FL Sheraton Hotel & Towers, Hong Kong Tel Aviv Hilton, Tel Aviv, Israel	St. Regis Hotel, New York Shangri-La International / Krung Thep wing, Bangkok Shangri-La International / existing hotel, Bangkok Bosphorus Grand Swissotel, Istanbul, Turkey Taj Int'l Coromandel Hotel, Madras, India
4 (5)	**Dorothy Draper & Co., Inc.** New York London; White Sulpher Springs, WV; St. Croix, VI; Newmarket-on-Fergus, Ireland	6.60	8.25	35.0	1 24 -- 18 --	PP PM JC SDR JDR	NA 100 -- 58 --	160 150 -- 110 --	20 -- -- -- 74	DES JD CADD MBD TID	68 -- -- -- --	130 -- -- -- --	Greenbriar Hotel, White Sulpher Springs, WV Grand Hotel, Mackinac Island, MI Brazilian Court Hotel, Palm Beach, FL Arlington Hotel, Hot Springs, AR Arrowwood Hotel/Conference Center, Purchase, NY	Vice President's residence, Washington, DC Breakers Hotel, Palm Beach, FL Jenny & Jackson Lake Lodges, Jackson Hole, WY Queen Eliz. II / public rooms, Southampton, England Kings Palace & Poseidonia Beach Hotel, Cyprus
5 (4)	**Wilson & Associates** Dallas New York; Los Angeles; London	5.22	5.80	150.0	3 15 -- 13 5	PP PM JC SDR JDR	NA 60 -- 40 25	150 100 -- 80 50	10 6 6 3 84	DES JD CADD MBD TID	40 25 35 35 --	85 60 70 -- --	Hyatt Regency Singapore, Singapore Conrad International Hotel, Dublin, Ireland Metropolitan Life / VIP Pavilion, Orlando, FL Marriott Windwatch Hotel, Long Island, NY The Horizon Condominium, New York	Old Course Hotel, St. Andrew's, Scotland Ritz-Carlton Huntington Hotel, Pasadena, CA Waterfront Centre, Vancouver, BC Hyatt Reston Town Centre, Reston, VA Walt Disney World Dolphin Hotel, Orlando, FL
6 (3)	**F R Solano Ltd. (formerly Graham-Solano)** Boston	5.10	5.10	180.5	4 6 8 6 --	PP PM JC SDR JDR	NA 65 45 30 --	NA 163 125 63 --	11 1 -- -- 45	DES JD CADD MBD TID	55 45 -- -- --	144 125 -- -- --	Malmo Sheraton Hotel, Malmo, Sweden Barcelona Hilton, Barcelona, Spain Palm Beach Hotel, Famagusta, Northern Cyprus Wentworth Hotel, Sydney, Australia Thorney Court Apartment Hotel, London	Antalya Sheraton Hotel, Antalya, Turkey Crystal Cove Hotel, Girne, Northern Cyprus Jasmine Court Suite Hotel, Girne, Northern Cyprus Izmir Hilton Hotel, Izmir, Turkey Florence Sheraton Hotel, Florence, Italy
7 (6)	**Lynn Wilson Associates, Inc.** Coral Gables, FL Los Angeles; London; Paris; Tokyo; Atlantic City, NJ	4.10	4.10	253.7	1 10 2 6 7	PP PM JC SDR JDR	NA 60 53 53 33	NA 88 70 63 35	12 11 5 2 64	DES JD CADD MBD TID	41 25 33 28 --	69 35 35 -- --	Disney Polynesian Resort, Orlando, FL Marriott, Cozumel, Mexico Fuerteventura Palace, Canary Islands Fiesta Americana, Monterrey, Mexico Rittenhouse Hotel, Philadelphia	Disney Mediterranean Resort, Orlando, FL Hotel duPont, Wilmington, DE Stouffer's Vinoy Park Hotel, St. Petersburg, FL Hyatt Regency Orlando Int'l Airport, Orlando, FL Miyama Hills Resort Development, Guam
8 (10)	**DiLeonardo International, Inc.** Warwick, RI Hong Kong; London; San Francisco	4.02	4.10	120.0	1 7 4 4 2	PP PM JC SDR JDR	NA 92 52 37 29	195 100 100 75 75	9 2 8 2 48	DES JD CADD MBD TID	41 27 25 NA --	100 75 60 -- --	Riviera Hotel, Las Vegas, NV Evergreen Conference Center, Stone Mountain, GA Radisson Hotel, Clearwater, FL Johnson & Wales Airport Hotel, Warwick, RI TropWorld Casino & Resort, Atlantic City, NJ	New World Hotel, Kowloon, Hong Kong Riviera Hotel / Casino, room towers, Las Vegas, NV Atlanta Airport, Atlanta New World Hotel, Metro-Manila, Philippines Old Spice Plantation, Bermuda

* Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this listing.

9 (9)	**L.E. Seitz Associates, Inc.** Coral Gables, FL London	3.60	3.60	47.0	2 PP 3 PM 7 JC 4 SDR 8 JDR	NA 65 38 38 30	115 88 60 60 40	-- DES -- JD -- CADD -- MBD 28 TID	-- -- -- -- --	-- -- -- -- --	Sands Hotel & Casino, San Juan, Puerto Rico Sands Hotel & Casino, Atlantic City, NJ Country Court Hotel, Bromsgrove, England Country Court Hotel, Leicester, England Country Court Hotel, Newport, England	Sands Hollywood, Atlantic City, NJ Trump Castle, Atlantic City, NJ Dorado Del Mar, Dorado, Puerto Rico Country Court Hotel, Dartford, England Country Court Hotel, Warwick, England
10 (16)	**Harold Thompson & Associates, Inc.** Encino, CA	3.60	3.60	26.2	2 PP 2 PM 3 JC 8 SDR -- JDR	NA NA NA 20 --	150 100 75 60 --	5 DES -- JD -- CADD -- MBD 22 TID	40 -- -- -- --	80 -- -- -- --	Walker Hill Hotel, Seoul, Korea Sat Grand Hotel, Minami Chiba, Japan Seoul Hilton Hotel, Seoul, Korea Seoul Plaza Hotel, Seoul, Korea	Safari Park, Nairobi, Kenya Walker Hill Hotel, Seoul, Korea Seoul Hilton, Seoul, Korea Sheraton Perth, Perth, Western Australia Sheraton Palace, San Francisco
11 (8)	**Harper Design Company** Cleveland	3.54	3.54	43.0	2 PP 14 PM 3 JC 2 SDR -- JDR	NA 60 48 37 --	NA 63 58 42 --	8 DES 4 JD -- CADD -- MBD 32 TID	36 22 -- -- --	41 32 -- -- --	Stouffer Esmerelda Resort, Indian Wells, CA Stouffer Tower City Plaza Hotel, Cleveland Stouffer Grand Beach Resort, St. Thomas, Vi Stouffer Dallas Hotel, Dallas Beringer Hudson House, St. Helena, CA	Nestle Enterprises Inc., Corporate HQ, Cleveland Stouffer Orlando Resort, Orlando, FL Hills Brothers Corporate HQ, San Francisco Stouffer Concourse Hotel, St. Louis Stanford Court - A Stouffer Hotel, San Francisco
12 (13)	**Beckham/Eisenman and Associates** Irvine, CA Las Vegas, NV	2.75	2.75	20.0	2 PP 4 PM 4 JC 8 SDR 5 JDR	NA 60 50 40 29	125 75 65 50 40	-- DES -- JD 2 CADD 4 MBD 41 TID	-- -- 30 40 --	-- -- 50 -- --	Riviera Hotel, Las Vegas, NV Nieuport 17, Tustin, CA Marie Callender's, Boynton Beach, FL Sam's Town, Laughlin, NV Garlic Rose, Moreno Valley, CA	Emerald River Hotel, Laughlin, NV Soup Exchange, Riverside, CA Garlic Rose, Santa Fe Springs, CA Fonda del Factor, Mexico City, Mexico Live Oak Kitchen, Los Gatos, CA
13 (21)	**Barry Design Associates** Los Angeles Tokyo	2.74	2.80	NA	2 PP 11 PM 3 JC 2 SDR 2 JDR	NA 50 40 38 28	200 75 65 60 55	8 DES 3 JD -- CADD 1 MBD 36 TID	42 26 -- 35 --	89 42 -- -- --	Loews Santa Monica Beach Hotel, Santa Monica, CA Forum Country Club, Chichibutama, Japan Hyatt Regency Waikiki, Honolulu	Grand Hyatt Wailea, Wailea, Maui, HI Pan Pacific (Emerald) Hotel, San Diego BFR Country Club, Oita, Japan Royal Oak Hotel, Kyoto, Japan Seattle Sheraton, Seattle
14 (11)	**Intradesign** Los Angeles London	2.72	3.20	NA	4 PP 4 PM 3 JC 4 SDR 4 JDR	NA 55 42 40 27	125 115 75 75 60	7 DES 5 JD -- CADD -- MBD 38 TID	50 22 -- -- --	103 50 -- -- --	Vista Marquette Hotel, Minneapolis Fairmont Hotel renovations, various locations Trump Group Executive Offices, New York Wilshire Ocean Terrace, Santa Monica, CA	Park Hyatt on the Beach, Santa Monica, CA Sherwood Hotel, Taipai, Taiwan Hilton International, Sydney, Australia Hilton International, Melbourne, Australia
15 (36)	**Carole Korn Interiors** Miami New York	2.60	4.00	89.0	1 PP 8 PM 3 JC 5 SDR 5 JDR	NA 45 33 25 19	130 80 80 60 40	8 DES 4 JD 2 CADD 4 MBD 50 TID	34 22 33 25 --	80 50 50 -- --	Baya Mar, Ft. Lauderdale, FL Sheraton Heights, Hasbrouck Heights, NJ Cafe Tangier, Fisher Island, FL Hilton Sunrise, Ft. Lauderdale, FL Conference Center, Fisher Island, FL	The Hamlet Golf & Country Club, New York Frenchmans Reef Hotel, St. Thomas, VI Fisher Island Golf Club, Fisher Island, FL International Spa, Fisher Island, FL Deerfield Beach Hilton, Deerfield Beach, FL
16 (15)	**Project Associates, Inc.** Los Angeles New York	2.21	2.45	85.0	1 PP 4 PM 1 JC 3 SDR 1 JDR	NA 63 48 40 25	190 100 80 75 45	6 DES 2 JD -- CADD -- MBD 23 TID	44 25 -- -- --	75 45 -- -- --	Regent Beverly Wilshire / Bev. wing, Los Angeles The Ritz Carlton, Chicago The Disneyland Hotel, Anaheim, CA Four Season's Hotel, Philadelphia The Regent Of Istanbul, Istanbul, Turkey	Grand Bay, Santa Monica, CA The Westwood Marquis, Westwood, CA Four Season's Hotel, Seattle Palm Springs Marquis, Palm Springs, CA The Century Plaza Hotel / Tower, Century City, CA
17 (19)	**Victor Huff Partnership (formerly V.H.A.)** Denver	2.10	2.10	14.4	4 PP 3 PM 3 JC 3 SDR -- JDR	NA NA NA NA --	105 105 50 40 --	11 DES 2 JD -- CADD 1 MBD 32 TID	40 NA -- NA --	63 40 -- -- --	Colorado Springs Marriott, Colorado Springs, CO Red Lion Hotel, Modesto, CA Red Lion Hotel, Salt Lake City Indiana Grille restaurant, Ft. Wayne, IN Symphony Towers Marriott Suites, San Diego	Guest Quarters suites, San Diego Washington Hilton & Towers, Washington, DC Sheraton Plaza Chicago, Chicago Troy Marriott, Troy, MI Casa Marina Resort, Key West, FL
18 (18)	**William Hetherington & Assoc., Inc. / Plaza Design Group, Inc.** Englewood, CO	1.92	1.92	42.0	1 PP 2 PM 1 JC 2 SDR 2 JDR	NA NA NA NA NA	NA NA NA NA NA	1 DES 1 JD -- CADD 1 MBD 13 TID	NA NA -- NA --	NA NA -- -- --	Hyatt Regency Vancouver, Vancouver, BC Holiday Inn Schaumburg, Schaumburg, IL Hyatt Regency Oakbrook, Oakbrook, IL Hyatt Regency Denver, Denver Ramada Phoenix, Phoenix	Atheneum Palace / All Suites Hotel, Detroit Doubletree Burlingame, Burlingame, CA Compri San Francisco, San Francisco Hyatt Regency Dearborn, Dearborn, MI Radisson Hotel / All Suites Hotel, Wausau, WI
19 (--)	**Pacific Design Group** Sydney, NSW, Australia Melbourne, Australia; Gold Coast, Qud.; Christchurch, New Zealand; Suva, Fiji	1.90	2.00	30.0	4 PP 3 PM 4 JC 2 SDR -- JDR	NA 60 45 37 --	100 70 60 55 --	3 DES 2 JD 3 CADD 1 MBD 25 TID	37 26 33 NA --	70 45 70 -- --	Radisson Plaza, Cairns, Queensland Brysons Hotel, Melbourne, Australia Noams Hotel, Christchurch, New Zealand Reef Resort, Fiji Menzies Holiday Inn, Sydney, Australia	Sheraton Cook Islands, Cook Islands Radisson Victoria Street, Sydney, Australia Hilton International, Sydney, Australia Hilton International, Melbourne, Australia Inn On The Park, Sydney, Australia
20 (--)	**Brent D. Cornwell, Inc. Environmental Design** Ft. Lauderdale, FL Cashiers, NC	1.88	1.88	12.0	2 PP 3 PM -- JC 2 SDR 7 JDR	NA 45 -- 27 24	115 80 -- 70 65	2 DES -- JD -- CADD 2 MBD 22 TID	33 -- -- 25 --	75 -- -- 45 --	Vertical Club / Penta Hotel, New York Scandanavian Health Club, Coral Gables, FL Holiday Spa Health Club, Montebello, CA Vertical Club / Worldwide Plaza, New York Jack LaLanne Health Club, Sheepshead Bay, NY	Vertical Club II / Broadway, New York Bally's Total Fitness Center / Whiteleys's, London Holiday Spa Health Club, Rosemead, CA Jack LaLanne Health Club, Queens, NY Holiday Health & Fitness Center, Denver

NA indicates information not available — indicates information not applicable to category and/or firm

NA indicates information not available — indicates information not applicable to category and/or firm

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH	HOSPITALITY FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
					NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AV. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AV. BILLING RATE $/HOUR		
21 (22)	**James Northcutt Associates** Los Angeles	1.74	2.17	27.0	1 1 3 1 1	PP PM JC SDR JDR	NA 75 45 24 20	250 150 65 65 65	2 3 -- 1 18	DES JD CADD MBD TID	40 32 -- 40 --	105 65 -- -- --	Surf & Sand - Phase I, Laguna Beach, CA Checkers Hotel, Los Angeles	Four Seasons Wailea, Wailea, Maui, HI Ocean Grand - public spaces, West Palm Beach, FL Mauna Kea Resort, Mauna Kea, HI Surf & Sand Hotel - conf. ctr., Laguna Beach, CA
22 (27)	**Joyce/Snoweiss Design Group** Coconut Grove, FL	1.65	2.20	28.3	2 4 5 4 --	PP PM JC SDR JDR	NA 50 40 37 --	125 85 65 60 --	4 5 2 1 37	DES JD CADD MBD TID	34 26 28 NA --	50 45 75 -- --	Royal Caribbean / Song of Norway, Miami, FL Royal Caribbean / Nordic Prince, Miami, FL Royal Caribbean / Sun Viking, Miami, FL Royal Caribbean / Viking Serenade, Los Angeles	Hotel Nikko, Buckhead, Atlanta Deering Bay Country Club, Miami, FL Royal Caribbean / Song of Norway, Miami, FL Royal Caribbean / Nordic Prince, Miami, FL Royal Caribbean / Sun Viking, Miami, FL
23 (43)	**Elias & Elias, Architects** Guadalajara, Mexico	1.54	2.20	6.1	2 4 5 5 8	PP PM JC SDR JDR	NA 55 40 25 17	NA NA NA NA NA	5 2 -- 2 37	DES JD CADD MBD TID	18 16 -- 30 --	NA NA -- -- --	Villas Quinta Real, Puerto Vallarta, Mexico Torre Inverlat, Guadalajara, Mexico Delfos, Manzanillo, Mexico	Torre Inverlat, Guadalajara, Mexico Delfos 2, Manzanillo, Mexico
24 (28)	**Hochheiser-Elias Design Group, Inc.** New York Richmond, VA	1.52	1.60	13.3	2 3 -- 2 2	PP PM JC SDR JDR	NA 50 -- 38 28	110 85 -- 50 40	4 2 -- 1 19	DES JD CADD MBD TID	41 27 -- 42 --	65 40 -- -- --	The Richmond Airport Hilton, Richmond, VA The Williamsburg Hilton, Williamsburg, VA The Sheraton Centre, New York The Sheraton Washington, Washington, DC Magnum Construction - Corp. offices, Holmdel, NJ	The Sheraton Stamford, Stamford, CT The Cherry Hill Compri, Cherry Hill, NJ The Philadelphia Airport Hilton, Philadelphia The Stanhope Hotel, New York Sheraton Washington Parktower, Washington, DC
25 (20)	**Design 1 Interiors** Los Angeles	1.49	2.13	20.5	6 4 2 4 2	PP PM JC SDR JDR	NA 49 41 35 28	130 90 75 55 40	10 6 -- 3 49	DES JD CADD MBD TID	39 30 -- -- --	90 45 -- -- --	Marriott Desert Springs Villas, Palm Desert, CA Somerset House, Victoria, BC Watt Desert Princess Country Club, Cathedral, CA Heatherwood At Kings Way, Yarmouth, MA Hilton Hotel, Ontario, CA	Kadushi Cliffs Resort & Spa, Curaco, Netherlands Dolphins Court, Orlando, FL Compri Hotel, Jupiter, FL La Mirage Suites, Orlando, FL Sunrise Counrty Club, Rancho Mirage, CA
26 (29)	**Media Five Limited** Honolulu	1.35	1.80	28.0	-- 2 2 -- 5	PP PM JC SDR JDR	-- NA NA -- 20	-- 155 86 -- 46	5 4 -- -- 21	DES JD CADD MBD TID	30 24 -- -- --	75 54 -- -- --	Sun Hills Club, Humax/Shimizu, Utsonomiya, Japan Mauna Lani Bay Bungalows, Kohala Coast, HI Manhattan Hotel, Chiba City, Japan Breezbay Hotel, Yokohama, Japan Hilton Hawaiian Village, Honolulu	Hyatt Regency Guam, Tumon Bay, Guam Grand Inter-Continental Hotel, Yokohama, Japan Ka'anapali Beach Hotel, Ka'anapali, Maui, HI Hotel Nikko Guam, Tumon Bay, Guam Tobu Hotel, Urawa, Japan
27 (26)	**Design Trend International Interiors, Ltd.** Dallas Boston; Scottsdale, AZ	1.28	1.28	6.4	2 5 -- 1 --	PP PM JC SDR JDR	NA 36 -- NA --	NA 54 -- NA --	2 -- -- 3 13	DES JD CADD MBD TID	NA -- -- 53 --	NA -- -- 76 --	Tri Arc Hotel, Salt Lake City Sheraton Park Central, Executive offices, Dallas Quality Inn Suites, Tampa, FL Natural Bridge, Natural Bridge, VA Residence Inn, St. Louis	Pontchartrain Hotel, Phase II, New Orleans Ramada Inn, Ocean City, MD Suncrest Hotel, Dallas Holiday Inn, Kent, OH Natural Bridge Village, Natural Bridge, VA
28 (30)	**Kovacs and Associates** Toluca Lake, CA	1.28	1.42	27.0	2 2 -- 3 3	PP PM JC SDR JDR	NA 60 -- 45 24	105 85 -- 60 60	3 2 -- -- 18	DES JD CADD MBD TID	40 22 -- -- --	60 60 -- -- --	Las Vegas Hilton, 28th floor, Las Vegas, NV Las Vegas Hilton, public areas, Las Vegas, NV Pleasure Island, Walt Disney World, Orlando, FL Tropicana / new Baccarat, Las Vegas, NV San Francisco Hilton, San Francisco	Flamingo Hilton addition, Las Vegas, NV San Francisco Hilton, San Francisco Las Vegas Hilton banquet/mtg. room, Las Vegas, NV
29 (--)	**Joszi Meskan Associates** San Francisco New York	1.20	1.20	35.8	1 1 -- 1 2	PP PM JC SDR JDR	NA 50 -- 35 28	135 90 -- 70 50	1 2 -- -- 11	DES JD CADD MBD TID	50 23 -- -- --	90 50 -- -- --	Lodge at Koele, Lanai, HI Woodmark Hotel at Carrilon Point, Kirkland, WA Bally's Park Place Casino, Atlantic City, NJ Bally's Las Vegas Casino, Las Vegas, NV	Robert D. Scinto residence, Shelton, CT Scripps Hotel, La Jolla, CA
30 (33)	**Concept Interior Consultants Corp.** Westlake Village, CA	1.17	1.24	42.0	2 -- -- 2 --	PP PM JC SDR JDR	NA -- -- 43 --	112 -- -- 50 --	4 2 1 1 15	DES JD CADD MBD TID	45 18 60 80 --	65 45 75 -- --	Harvey's Lake Tahoe, Lake Tahoe, NV Bally's Las Vegas, Las Vegas, NV Outrigger Prince Kuhio, Honolulu Sheraton Stamford, Stamford, CT Caesars Palace, Las Vegas, NV	Korean Air Protoype Travel Office, Los Angeles Outrigger Waikiki, Honolulu Hides Hotel, Carins, Australia Anaheim Hilton, Anaheim, CA Sheraton Tucson & Country Club, Tucson, AZ
31 (32)	**Morris Nathanson Design** Pawtucket, RI Boston; St. Maarten, Netherland Antilles	1.16	1.20	23.2	2 1 1 2 5	PP PM JC SDR JDR	NA NA NA NA 20	NA 90 70 70 60	2 -- -- 1 17	DES JD CADD MBD TID	NA -- -- 35 --	90 -- -- 60 --	Bergstrom Hotel, Luneburg, Germany Legal Sea Foods, Natick, MA Legal Sea Foods, Chestnut Hill, MA J.C. Hillary's, Woburn, MA Riverbay Seafood Bar & Grill, Williston, NY	Loew's Summit Hotel, New York Legal Sea Foods, Copley Square, MA Capital Grill, Providence, RI Owen Brennan's Louisiana Grill, Memphis, TN Carmine's, New York

32 (31)	**FORMA** Seattle	1.14	1.20	20.0	4 PP 3 PM -- JC 3 SDR -- JDR	NA 37 -- 27 --	83 55 -- 45 --	9 DES 4 JD -- CADD 2 MBD 65 TID	40 26 -- 40 --	68 65 -- 60 --	The Westin Hotel, Indianapolis The Westin Hotel, Cincinnati The Westin Hotel, Edmonion, Canada Hilton International. Toronto	The Westin South Coast Plaza, Costa Mesa, CA Harbor View Hotel, Edgartown, MA The Westin Bayshore, Vancouver, BC The Westin Hotel, Calgary, Canada Tai Ping Yang Westin, Shaghai, China
33 (53)	**Silver & Ziskind/Mount** New York Los Angeles; San Francisco	1.12	1.40	NA	2 PP 2 PM -- JC -- SDR -- JDR	NA NA -- -- --	225 NA -- -- --	4 DES 2 JD 2 CADD -- MBD 14 TID	30 23 25 -- --	100 100 113 -- --	Coffee Collection / Pyramid Mall, Holyolk, MA Heartland Restaurant, Detroit Boomers, Milford, CT Bistro Bistro, Shirlington, CA Sedutto Ice Cream, New York	Clarks Landing Restaurant, Point Pleasant, NJ New York City Pizza, Beijing, China New York City Pizza, Budapest, Hungary McDonalds - A&S Center, New York The Silver Diner, Laurel, MD
34 (37)	**Raygal Design Associates, Inc.** Irvine, CA	1.10	1.10	9.5	1 PP 6 PM 5 JC 2 SDR 1 JDR	NA 55 30 30 25	100 100 48 38 33	8 DES 2 JD -- CADD 2 MBD 28 TID	35 20 -- 40 --	64 40 -- -- --	Carmel Mountain Ranch Country Club, San Diego The Harbor Restaurant, Santa Barbara, CA Rusty Pelican Restaurant, Glendale, CA Stox Restaurant, Chino Hills, CA Eldorado Hotel & Casino, Reno, NV	Oakhurst Country Club, Clayton, CA Hotel Carlisle, San Francisco John Wayne Airport, Irvine, CA Sauces Restaurant, Mission Viejo, CA Cafe Nicolle, Las Vegas, NV
35 (39)	**NWC - The Interior Design Group** Los Angeles	1.07	1.19	15.0	3 PP 1 PM -- JC 3 SDR -- JDR	NA 53 -- 35 --	NA 120 -- 58 --	4 DES 1 JD -- CADD 1 MBD 15 TID	35 22 -- NA --	64 38 -- -- --	Grossinger's Resort & Conf. Ctr., Grossinger, NY La Bruscetta, Los Angeles The Bakery, North Hollywood, CA Designers West Headquarters offices, Los Angeles Woodlake Resort (IDA), Sacramento, CA	Lombard Plaza, San Francisco Ocean California, Long Beach, CA Port Mandahl Marina Resort, St. Thomas, VI The Wilshire, Westwood, CA
36 (24)	**Aumiller Youngquist, P.C.** Mt. Prospect, IL	.99	1.10	13.0	2 PP 4 PM 3 JC -- SDR -- JDR	NA 50 35 -- --	110 65 55 -- --	2 DES -- JD -- CADD -- MBD 13 TID	35 -- -- -- --	55 -- -- -- --	Excalibur, Chicago Tucci Milan, Chicago Ceres Cafe, Chicago The Eccentric, Chicago The Boat Club, Chicago	The Roadhouse, Chicago Brewer Bros., Chicago The Claim Co., Chicago Winner's Circle, Chicago Skipjack's, Cambridge, MA
37 (42)	**Daroff Design Inc. & DDI Architects PC** Philadelphia	.97	4.40	50.0	5 PP 6 PM 4 JC 6 SDR 4 JDR	NA 50 50 50 30	185 100 90 80 50	8 DES 5 JD 4 CADD 4 MBD 52 TID	48 30 30 30 --	75 35 40 -- --	Convention Center Marriott Hotel, Philadelphia Disney Landings, Orlando, FL Disney Contemporary Hotel, Orlando, FL Rouse Penn Harrisburg, Harrisburg, PA Dickenson Inn, Dickenson, PA	Convention Center Marriott Hotel, Philadelphia Disney Landings, Orlando, FL Disney Contemporary Hotel, Orlando, FL Rouse Penn Harrisburg, Harrisburg, PA Dickenson Inn, Dickenson, PA
38 (25)	**Lee- Rovtar Associates** Santa Monica, CA	.95	1.00	26.0	2 PP 2 PM 2 JC 4 SDR -- JDR	NA 48 40 30 --	175 125 80 65 --	7 DES -- JD -- CADD -- MBD 20 TID	44 -- -- -- --	100 -- -- -- --	Sheraton Grande at Torrey Pines, La Jolla, CA Sheraton Cerritos Towne Center, Cerritos, CA Sheraton Universal, Universal City, CA Radisson Plaza Hotel, Irvine, CA Hyatt Regency Chicago, Chicago	Doubletree Hotel at Cupertino, Cupertino, CA Sheraton Plaza La Reina, Los Angeles Ramada Renaissance Los Angeles, Los Angeles Sheraton Park Central Hotel, Dallas Pomodoro's Restaurant, Beverly Hills, CA
39 (41)	**Design Development Co.** Tarzana, CA	.93	.93	8.0	1 PP 2 PM -- JC 2 SDR 1 JDR	NA 35 -- 25 18	85 75 -- 65 55	5 DES 1 JD -- CADD -- MBD 12 TID	25 22 -- -- --	70 55 -- -- --	Hyatt Wilshire Hotel, Los Angeles Bombay Bicycle Club, Santa Ana, CA Buena Park Nursing Center, Buena Park, CA Tommy LaSordas Restaurant, Lakewood, CA Marriott Allies Restaurant, various locations	El Tovar Hotel, Grand Canyon, AZ Marriott Transamerica Food Court, Los Angeles Garden Grove Convalescent Hosp., Garden Grove, CA Carrows Cafe and Bakery, Martinez, CA Subway Restaurant, Bonaventure Hotel, Los Angeles
40 (40)	**C.S.A.** Minneapolis	.91	1.30	20.0	1 PP 1 PM -- JC 1 SDR -- JDR	NA NA -- NA --	NA NA -- NA --	3 DES -- JD -- CADD -- MBD 6 TID	NA -- -- -- --	NA -- -- -- --	Radisson Hotel City of Commerce, Commerce, CA Radisson Normandie Hotel, San Juan, Puerto Rico Radisson Atlanta Hotel, Atlanta	Radisson LaCrosse Hotel, LaCrosse, WI Radisson Hotel Orlando, Orlando, FL Radisson Suite Hotel, New Orleans
41 (50)	**Blair Spangler Interior & Graphic Design, Inc.** San Francisco	.88	1.10	7.7	1 PP 4 PM 2 JC 2 SDR -- JDR	NA 47 NA NA --	125 90 NA NA --	2 DES 4 JD -- CADD -- MBD 20 TID	NA 22 -- -- --	NA 40 -- -- --	Hawaii Prince Hotel, Honolulu Hyatt Regency Indianapolis, Indianapolis Hyatt Regency Monterey - Phase I, Monterey, CA Four Seasons Clift Hotel, San Francisco	Hyatt Fisherman's Wharf, San Francisco Hyatt Regency Monterey - Phase II, Monterey, CA Hyatt Regency Minneapolis, Minneapolis Holiday Inn, Union Square, San Francisco Marina Village Inn, Emeryville, CA
42 (45)	**Ahearn-Schopfer & Associates, P.C.** Boston	.77	.81	9.2	2 PP 2 PM 1 JC 2 SDR 1 JDR	NA NA NA NA NA	NA NA NA NA NA	4 DES 2 JD -- CADD 1 MBD 17 TID	NA NA -- NA --	NA NA -- -- --	Sheraton White Mountain Inn, North Conway, NH Pearl River Hilton, Orangetown, NY Rocco's, Boston Sheraton Needham Hotel, Needham, MA Cactus Club, Boston	Copely Plaza Hotel, Boston Sheraton Suites, Cumberland, GA Berkshire Hilton, Pittsfield, MA Valley View Apartments, King of Prussia, PA The Golden Temple Restaurant, Brookline, MA
43 (49)	**Haverson/Rockwell Architects, P.C.** New York Greenwich, CT	.75	1.25	2.0	2 PP 3 PM -- JC -- SDR -- JDR	NA 45 -- -- --	110 75 -- -- --	1 DES 3 JD -- CADD -- MBD 9 TID	32 23 -- -- --	70 55 -- -- --	Museum Club at Bridgewaters, New York La Galleria Restaurant expansion, Norfolk, VA Brendan's, New York Excelsior Restaurant, Hackensack, NJ	Le Bar Bat, New York Tattoo, New York McDonald's Restaurant, New Hyde Park, NY Le Sans Souci, New York Restaurant Jean-George, New York

* Rankings determined by fees before rounding   All figures have been rounded off for the purpose of this listing.

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH	HOSPITALITY FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
					NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AV. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AV. BILLING RATE $/HOUR		
44 (51)	**David Stevens and Associates, Inc.** San Diego Scottsdale, AZ; Maui, HI	.75	.75	14.5	3 5 4 2 3	PP PM JC SDR JDR	NA 38 40 19 60	125 85 85 45 110	3 2 1 -- 25	DES JD CADD MBD TID	40 22 20 -- --	98 85 45 -- --	Jockey Club, Phoenix Ramada Inn, South Bend, MI Lahina Fashions, Lahina, Maui, HI Hot Rod Night Club, Honolulu Scruples Nite Club, Honolulu	Elks Lodge 888, Long Beach, CA Holiday Inn - public spaces, Cincinnati Club Juana, Fern Patch, FL Zelda's Night Club, Palm Springs, CA Nina's Newport Nite Club, Newport, CA
45 (--)	**Tibbatts + Co. Design Group Limited** Vancouver, BC Birmingham, England	.68	.68	NA	-- 3 -- -- 1	PP PM JC SDR JDR	-- 47 -- -- 19	-- 83 -- -- 34	1 3 -- -- 10	DES JD CADD MBD TID	44 29 -- -- --	77 51 -- -- --	Garry Street Keg, Winnepeg, Manitoba Everett Keg, Everett, WA Oakville Keg, Oakville, Ontario Kent Keg, Kent, WA Tacoma Keg, Tacoma, WA	Estate Drive Keg, Scarborough, Ontario York Centre Keg, Markham, Ontario Ottawa Keg, Ottawa, Ontario Bellingham Keg, Bellingham, WA Dixie Dundas Keg, Mississauga, Ontario
46 (99)	**Hatch Design Group** Costa Mesa, CA	.63	.63	4.4	3 2 -- 3 --	PP PM JC SDR JDR	NA 36 -- 33 --	110 85 -- 60 --	1 -- -- -- 11	DES JD CADD MBD TID	28 -- -- -- --	85 -- -- -- --	Red Onion, Sydney, Australia Orlando Twin Towers, Orlando, FL Pine Avenue Fish House, Long Beach, CA Hof's Bar and Grill, Upland, CA	I Cugini, Santa Monica, CA Water Grill, Los Angeles L'Opera, Long Beach, CA Dove Canyon Golf Club, Dove Canyon, CA Kachina, Irvine, CA
47 (73)	**Q5 Incorporated** Wayne, NJ	.62	.73	10.0	2 1 1 1 2	PP PM JC SDR JDR	NA NA NA NA NA	90 75 45 40 30	2 2 -- -- 13	DES JD CADD MBD TID	NA NA -- -- --	40 30 -- -- --	Hiland Park Country Club, Glens Falls, NY A & W Restaurants, Bangkok, Thailand A & W Restaurants, Singapore Burger King, Chatham & S. Hackensack, NJ	Telok Ayer Market Food Centre, Singapore Zaro's Market Place, New York Multi Food Facility, Rockefeller Ctr., New York A & W "Mississippi Riverboat", Singapore A & W Restaurants, Singapore
48 (--)	**Group One Incorporated** Boston	.60	.60	6.0	2 2 -- 1 --	PP PM JC SDR JDR	NA NA -- NA --	100 75 -- 55 --	2 -- -- -- 9	DES JD CADD MBD TID	NA -- -- -- --	70 -- -- -- --	Sheraton Inn & Conference Center, Burlington, VT Ramada Inn & Conference Center, Concord, NH Royal Plaza Hotel, Fitchburg, MA	Bel Aire Hotel, Erie, PA Sheraton Inn & Conference Center, Kendall Park, NJ Meadowbrook Inn, Portsmouth, NH Vogue Restaurant & Function Center, Saugus, MA
49 (47)	**Kenneth E. Hurd & Associates, Inc.** Boston	.60	.60	10.0	1 1 1 -- --	PP PM JC SDR JDR	NA NA NA -- --	NA NA NA -- --	2 1 -- -- 8	DES JD CADD MBD TID	NA NA -- -- --	NA NA -- -- --	The New York Hilton, New York Caesars Palace, Las Vegas, NV Broadway Crowne Plaza, New York Waldorf-Astoria, New York Cornell Statler Inn, Ithaca, NY	Waldorf-Astoria, New York Chicago Guest Quarters, Chicago New York Hilton, New York Hyatt St. Louis, St. Louis Worthington Hilton, Worthington, OH
50 (--)	**Bufete De Diseño** Guadalajara, Jalisco, Mexico Mexico City	.59	.70	2.7	3 1 2 2 2	PP PM JC SDR JDR	NA NA NA NA NA	NA NA NA NA NA	1 2 1 -- 14	DES JD CADD MBD TID	NA NA NA -- --	NA NA NA -- --	Holiday Inn Nogales, Nogales, Sonora, Mexico Hotel Fiesta Americana, Guadalajara, Jal., Mexico McDonald's, Guadalajara, Jal., Mexico	Gorham Hotel - luxury suites, New York Hotel Fiesta Americana, Guadalajara, Jal., Mexico San Isidro Country Club, Guadalajara, Jal., Mexico Club Puerta de Hierro, Guadalajara, Jal., Mexico Restaurante Los Pioneros, Guadalajara, Jal., Mexico
51 (--)	**Ascher, Inc.** Des Plaines, IL	.59	.59	2.8	3 1 -- 1 --	PP PM JC SDR JDR	NA NA -- NA --	75 65 -- 55 --	2 1 1 -- 10	DES JD CADD MBD TID	NA NA NA -- --	50 25 65 -- --	Sages 203, Chicago Ristorante Chianti, Geneva, IL Goose Island Brewing Co., Chicago Ganders, Naperville, IL Joey's, Chicago	Clocktower Resort, Rockford, IL Riverwalk, Geneva, IL Holiday Inn Convention Center, Chicago Crabshack, Geneva, IL Lino's, Rockford, IL
52 (--)	**Ellerbe Becket, Inc.** Minneapolis Los Angeles; New York; Washington, DC; Kansas City, MO	.57	1.85	4.2	-- 6 7 6 6	PP PM JC SDR JDR	-- 44 35 34 23	-- 80 65 46 xx	35 -- 5 4 72	DES JD CADD MBD TID	39 -- NA 50 --	60 -- NA -- --	Princess Cruises / Star Princess, Los Angeles Princess Cruises / Sky Princess, Los Angeles Princess Cruises / Fair Princess, Los Angeles Princess Cruises / Dawn Princess, Los Angeles Sheraton Grande Torry Pines, La Jolla, CA	Princess Cruises / Crown Princess, Los Angeles Hawaii Prince Hotel, Honolulu Princess Cruises / Royal Princess, Los Angeles Hotel Thayer, West Point, NY
53 (64)	**Designers II, Incorporated** Atlanta	.55	.58	7.4	1 -- -- 3 --	PP PM JC SDR JDR	NA -- -- 20 --	75 -- -- 45 --	4 -- -- -- 10	DES JD CADD MBD TID	34 -- -- -- --	60 -- -- -- --	Embassy Suites - Atlanta Airport, Atlanta Terrace Garden Inn, Atlanta Smithtown Sheraton, Long Island, NY Royal Plaza Hotel, Lake Buena Vista, FL Terre Haute Days Inn, Terre Haute, IN	Pittsburgh Embassy Suites, Pittsburgh Myrtle Beach Holiday Inn, Myrtle Beach, SC Jekyll Island Inn, Jekyll Island, GA Youngstown Holiday Inn, Youngstown, OH Surfside Holiday Inn, Surfside, FL
54 (57)	**Copeland Krieger Associates, Inc.** Washington, DC	.52	.80	8.9	2 1 -- 3 --	PP PM JC SDR JDR	NA 65 -- 38 --	100 83 -- 70 --	-- -- -- -- 10	DES JD CADD MBD TID	-- -- -- -- --	-- -- -- -- --	Somerset Inn, Troy, MI Holiday Inn Inglewood, Landover, MD Governor's House Holiday Inn, Washington, DC Jordan's Restaurant, Leesburg, VA	La Petite Plage, St. Martin, FWI One Washington Circle Hotel, Washington, DC Cable Beach Inn, Nassau, Bahamas The Tremont Hotel, Baltimore

NA indicates information not available — indicates information not applicable to category and/or firm

55 (55)	**Thomas Hamilton & Associates, P.C.** Glen Allen, VA Alexandria, VA	.51	.51	11.0	-- PP -- PM -- JC -- SDR -- JDR	-- -- -- -- --	-- -- -- -- --	4 DES 2 JD 1 CADD 1 MBD 10 TID	NA NA NA NA --	65 NA NA -- --	Sheraton Hotel, Virginia Beach, VA Gina Rosa Restaurant, Voorhees, NJ M Street, Voorhees, NJ Conference Center, U.S. Navy, Indian Head, MD Hilton Hotel, Cincinnati	The Mansion on Main Street, Voorhees, NJ Sam & Harry's Restaurant, Washington, DC Dewey's Restaurant, Arlington, VA Rogues, Virginia Beach, VA Holiday Inn, Rochester, NY
56 (60)	**International Design Concepts** Beverly Hills, CA	.51	.85	x.xx	1 PP 2 PM 1 JC 2 SDR 1 JDR	NA 45 37 28 22	100 90 85 50 40	2 DES -- JD -- CADD -- MBD 11 TID	34 -- -- -- --	70 -- -- -- --	Between Rounds, San Pedro, CA Rolling Hills Cafe, Rolling Hills, CA Jova Restaurant, Long Beach, CA	Elks Lodge, Playa del Rey, CA Katrine Cofe, Torrance, CA Palos Verdes Hotel/Restaurant, Palos Verdes, CA
57 (59)	**Hugh W. Dear + Assoc., Inc.** Williamsburg, VA	.51	.51	NA	2 PP 1 PM -- JC 1 SDR -- JDR	NA NA -- NA --	100 75 -- 75 --	1 DES -- JD -- CADD -- MBD 6 TID	NA -- -- -- --	75 -- -- -- --	Sheraton Hotel, Charleston, SC Buck Creek C.C., Myrtle Beach, SC Lafayette West, Washington, DC Holiday Inn, Richmond, VA	Montego Inn, Myrtle Beach, SC Back Stage, Washington, DC Lawyer Inn, Washington, DC Sandcastle Hotel, Myrtle Beach, SC
58 (--)	**The Callison Partnership** Seattle San Diego	.50	.50	4.8	2 PP 15 PM 3 JC -- SDR -- JDR	NA 38 24 -- --	NA 63 45 -- --	26 DES 15 JD 3 CADD -- MBD 66 TID	26 20 24 -- --	48 38 45 -- --	Space Needle Restaurants, Seattle	SeaTac Holiday Inn, Seattle Santa Monica Holiday Inn, Santa Monica, CA Seattle Hilton Hotel, Seattle Stouffer Madison Hotel / rooms, Seattle
59 (77)	**Aielio Associates, Inc.** Denver Las Vegas, NV	.50	.53	11.0	2 PP 2 PM -- JC 1 SDR -- JDR	NA 45 -- 30 --	95 95 -- 75 --	2 DES 2 JD -- CADD -- MBD 11 TID	30 20 -- -- --	75 65 -- -- --	Stapleton Plaza, Phase II, Denver Prospector Square, Park City, UT Beaver Run Resort, Phase II, Breckenridge, CO Aspen Country Inn, Aspen, CO Plaza Suites, Las Vegas, NV	Palace Station Hotel & Casino, Las Vegas, NV Bonneville Transloders, Riverton, WY Sheraton, Washington, DC Bagel Deli, Denver Sheraton de Santa Fe, Santa Fe, NM
60 (66)	**Dorf Associates Architecture & Interior Design** New York	.50	.55	2.0	2 PP 2 PM -- JC 2 SDR -- JDR	NA 40 -- 30 --	125 75 -- 55 --	3 DES 2 JD 1 CADD -- MBD 13 TID	30 20 NA -- --	55 45 30 -- --	Ralphie's Diner, Timonium, MD Campus Cafe, Parsippany, NJ Haagen Dazs Soft Prototype, Buffalo, NY Haagen Dazs Shoppe Prototype, Trumbull, CT Boardwalk Cafe, New York	Campus Cafe II, Florham Park, NJ Market Street Cafe, Philadelphia Centre Square Cafe, Philadelphia Haagen Dazs Shoppes, nationwide Huckleberry Thin, Lawrenceville, NJ
61 (38)	**Zakaspace Corporation** Chicago Ft. Lauderdale, FL	.49	.49	10.9	2 PP 1 PM 2 JC -- SDR -- JDR	NA 30 28 -- --	150 80 80 -- --	-- DES 2 JD -- CADD -- MBD 10 TID	-- 20 -- -- --	-- 50 -- -- --	Catch 35, Chicago Houston's Phoenix, Phoenix Kirker's Restaurant, Albany, NY Pizza Uno Momento, Arlington Heights, IL D. Dennison's, Sylvania, OH	Houston's Restaurant, Manhattan Beach, CA Capitol Hill Hilton, Washington, DC Midway Airport Restaurant / Concession, Chicago Hyatt Hotel, Oakbrook, IL Shaker's Restaurant, Richmond, VA
62 (72)	**Fred Schmid Associates** Los Angeles	.48	.48	6.5	1 PP -- PM -- JC -- SDR 3 JDR	NA -- -- -- 28	110 -- -- -- 50	3 DES -- JD -- CADD -- MBD 8 TID	36 -- -- -- --	68 -- -- -- --	Flamingo Hilton, Las Vegas, NV King & Prince, St. Simons Island, GA Dallas Ft. Worth Airport Dessert Shop, Dallas	Flamingo Hilton, Las Vegas, NV Flamingo Hilton, Laughlin, NV Flamingo Hilton, Reno, NV Cabot Lodge, Tallahassee, FL St. Thomas Airport, St. Thomas, VI
63 (65)	**Forum Architecture, Inc.** Maitland, FL	.48	.53	2.6	2 PP 4 PM 4 JC 2 SDR 3 JDR	NA 31 24 NA 14	100 65 45 50 40	2 DES 2 JD -- CADD 1 MBD 26 TID	NA NA -- NA --	55 40 -- -- --	Webster's Alley, Casselberry, FL The Mark Restaurant, West Palm Beach, FL The Columbia Restaurant, Sand Key, FL Days Inn, Orlando, FL Best Western, Orlando, FL	Quality Inn, Orlando, FL Ramada Resort at the Parkway, Kissimmee, FL Best Western, Sanford, FL Lakeland Convention Center Hotel, Lakeland, FL Orlando Airport Ramada, Orlando, FL
64 (54)	**Design Solutions, Inc.** Atlanta	.46	.51	9.2	1 PP 1 PM -- JC -- SDR -- JDR	NA 45 -- -- --	NA 70 -- -- --	4 DES 1 JD -- CADD 1 MBD 9 TID	30 18 -- 34 --	55 35 -- 35 --	Huron Shores Radisson / Corp. Ed. Ctr., Ypsilanti, MI PGA Radisson All-Suite Hotel, Palm Beach Gdns., FL Partridge Inn Hotel, Augusta, GA Casa Del Mar Beach Resort Hotel, Oranjestard, Aruba Holiday Inn, Kulpsville, PA	Great Gorge Seasons Resort & Conf. Ctr., Vernon, NJ Omni Central Park hotel, New York Eagles Landing Country Club, Stockbridge, GA Delta Air Lines Crown Room, Austin, TX Holiday Inn Fitness Center, various locations
65 (69)	**One Design Center, Inc.** Greensboro, NC Ft. Lauderdale, FL	.45	.64	26.0	2 PP -- PM -- JC -- SDR 1 JDR	NA -- -- -- NA	65 -- -- -- 25	3 DES 2 JD -- CADD 1 MBD 11 TID	29 16 -- NA --	50 40 -- -- --	Embassy Suites, Greensboro, NC Embassy Suites, Kansas City, MO Sheraton Harborfront Inn, Dunkirk, NY Hawthorn Suites, Charlotte, NC Holiday Inn Arkansas Plaza, Springdale, AR	Holiday Inn West, Middleton, WI Embassy Suites on the River, Des Moines, IA Rushmore Plaza Holiday Inn, Rapid City, SD Comfort Suites, Orlando, FL Greensboro City Club, Greensboro, NC
66 (63)	**Richard Crowell Associates, Inc.** Honolulu	.45	.50	6.0	1 PP 1 PM -- JC 1 SDR 2 JDR	NA 60 -- 35 28	100 80 -- 45 45	1 DES -- JD -- CADD -- MBD 8 TID	36 -- -- -- --	60 -- -- -- --	Ship's Tavern / Sheraton Moana Surfrider, Honolulu Rumours Disco / Ala Moana Hotel, Honolulu Plantation Cafe / Ala Moana Hotel, Honolulu Sheraton Moana Offices, Honolulu S.S. Independence Cruise Ship, Honolulu	Nansay Resort Hotel, Saipan Outrigger Waikiki Hotel, Honolulu Islander on the Beach, Kapaa, Kauai, HI

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					NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AV. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AV. BILLING RATE $/HOUR		
67 (62)	**Vivian/Nichols Associates, Inc.** Dallas	.45	.53	8.2	2 2 -- 1 1	PP PM JC SDR JDR	NA 48 -- 33 18	112 75 -- 55 35	1 1 -- -- 10	DES JD CADD MBD TID	28 18 -- -- --	55 35 -- -- --	Doubletree Hotel at Park West, Dallas Boca Raton Resort & Club, Boca Raton, FL Novotel Hotel - Meadowlands, Lyndhurst, NJ Doubletree Hotel at Allen Centre, Houston	CityPlace Hyatt Suites Hotel, Chicago Doubletree Hotel at Lincoln Centre, Dallas Palm Beach Embassy Suites, Palm Beach, FL The Criswell Centre College, Dallas Fort Worth Hilton, Fort Worth, TX
68 (58)	**Judd Brown Designs, Inc.** Warwick, RI	.45	.45	.90	2 1 -- 1 1	PP PM JC SDR JDR	NA NA -- NA NA	100 75 -- 40 40	3 -- -- 1 12	DES JD CADD MBD TID	25 -- -- NA --	25 -- -- 100 --	The Delaney House, Holyoak, MA The Islander Restaurant, Warwick, RI Jennings Restaurant, North Attleboro, MA Walpole Country Club, Walpole, MA Warwick Country Club, Warwick, RI	Fall River Country Club, Fall River, MA Potowomut Golf Club, North Kingstown, RI Farmington Woods Club House, Unionville, CT Ruggieri's Happy Haddock, Medford, MA J. Copperfields Ltd., Avon, CT
69 (48)	**Rita St. Clair Associates, Inc.** Baltimore	.44	.74	2.9	1 1 -- -- --	PP PM JC SDR JDR	NA 55 -- -- --	163 125 -- -- --	3 2 -- 1 15	DES JD CADD MBD TID	37 20 -- 40 --	120 75 -- -- --	The Palmer House & Towers - ballrooms, Chicago The Palmer House & Towers - conf. ctr., Chicago The Bistro at La Provence, Baltimore The Downtown Grill, Baltimore	The Inn at the Colonnade, Baltimore Martin's Northpoint - catering hall, Baltimore The Polo Grill, Baltimore Palmer House & Towers - Red Laquer rm., Chicago IDI-The Fountains - public spaces/rst., Wheaton, MD
70 (--)	**Lawson Design Corporation** Annapolis, MD	.42	.42	.65	1 2 -- -- --	PP PM JC SDR JDR	NA 38 -- -- --	105 58 -- -- --	2 -- -- -- 7	DES JD CADD MBD TID	29 -- -- -- --	46 -- -- -- --	Ramada Renaissance, Arlington, VA Port of Italy Restaurant, Springfield, VA Arby's Restaurants, various, Richmond, VA Landini Restaurant, Arlington, VA Fitzgerald's Restaurant, Sanford & S. Pines, NC	Bruno Restaurant, McLean, VA Red Hot & Blue Rest., Laurel, MD, Arlington,VA The Fountains at Leisure World, Silver Spring, MD Techworld Restaurant - Phase II, Washington, DC Ramada Inn, Annapolis, MD
71 (--)	**Barbara Elliott Interiors** Concord, CA	.40	.45	5.6	1 -- -- -- --	PP PM JC SDR JDR	NA -- -- -- --	NA -- -- -- --	1 2 -- -- 11	DES JD CADD MBD TID	35 20 -- -- --	NA NA -- -- --	Pacific Islands Club, Tamung, Guam Pacific Islands Club, Saipan Claremont Resort, Oakland, CA Smugglers Inn, Fresno, CA Inn at McCormick Ranch, Scottsdale, AZ	Pacific Islands Club, Tamung, Guam Pacific Islands Club, Saipan Hotel Santa Fe, Santa Fe, NM Claremont Resort, Oakland, CA
72 (75)	**Wm. B. Dodson, Inc.** Ormond Beach, FL	.36	.38	15.0	1 1 -- -- --	PP PM JC SDR JDR	NA NA -- -- --	NA NA -- -- --	3 -- -- -- 9	DES JD CADD MBD TID	25 -- -- -- --	65 -- -- -- --	Marriott Residence Inn, Miami Airport, Miami, FL Mission Inn, Howie-in-the-Hills, FL Holiday Inn Northlake, Atlanta, GA Driftwood Suites, Vero Beach, FL Halifax Club, Daytona Beach, FL	Holiday Inn Lake Buena Vista, Orlando, FL Sheraton Charleston, Charleston, SC Holiday Inn, Kissimmee, FL Imperial Inn, Melbourne, FL Sea World Resort, Clearwater Beach, FL
73 (--)	**CAM Designs, Inc.** Danville, CA	.36	.50	1.0	1 1 1 1 1	PP PM JC SDR JDR	NA NA NA NA NA	90 75 65 40 35	-- 2 -- -- 8	DES JD CADD MBD TID	-- NA -- -- --	-- NA -- -- --	Holiday Inn, Belmont, CA Carlos Bee Hall, Hayward, CA El Conquistador, San Diego The Castillian, San Diego	SF State Univ. resident apts., San Francisco SF State Univ. guest center, San Francisco Illini Tower, Champaign, IL Mary Ward Hall, San Francisco Mary Park Hall, San Francisco
74 (81)	**P F F / Contract, Inc.** Simi Valley, CA	.36	.36	2.9	-- 1 -- -- --	PP PM JC SDR JDR	-- 50 -- -- --	-- 125 -- -- --	1 -- 1 1 4	DES JD CADD MBD TID	26 -- 16 40 --	80 -- 45 125 --	Powderhorn Ski Resort, Grand Junction, CO Tahoe Seasons Resort, South Lake Tahoe, CA Carlsbad Inn, Carlsbad, CA Winners' Circle Resort, Del Mar, CA	Tahoe Seasons Resort, South Lake Tahoe, CA Tahoe Beach & Ski Club, South Lake Tahoe, CA Ruidoso Inn, Ruidoso, NM Pine Acres Lodge, Pacific Grove, CA Channel Island Shores, Oxnard, CA
75 (78)	**The Rowland Associates, Inc.** Indianapolis Louisville, KY	.36	2.38	2.5	4 7 -- -- --	PP PM JC SDR JDR	NA 40 -- -- --	80 70 -- -- --	8 9 2 2 37	DES JD CADD MBD TID	31 19 24 50 --	58 45 50 -- --	Arni's Restaurant, Indianapolis Purdue Univ., Mem'l Union Club, W. Lafayette, IN Delaware Country Club, Muncie, IN Stafford's Perry Hotel - lobby & mtg.rm., Petosky,MI Lafayette Country Club, Lafayette, IN	Harrison Lake Country Club, Columbus, IN Indiana Univ., Mem'l Union Hotel, Bloomington, IN Crest Hills Country Club, Cincinnati Losantiville Country Club, Cincinnati Stafford's Perry Hotel, dining fac./rms., Petosky, MI
76 (--)	**Kurth Brown + Associates** Houston	.35	.35	7.2	1 -- -- 2 --	PP PM JC SDR JDR	NA -- -- 20 --	120 -- -- 50 --	1 -- -- -- 4	DES JD CADD MBD TID	30 -- -- -- --	65 -- -- -- --	A Steak in the Neighborhood / Sheraton Hotel, Boston Dos Locos Cantina / Sheraton Tucson, Tucson, AZ Menage, St. Louis Atlanta Beach Club / Lilly's Irish Pub, Atlanta Bourbon Street Beat, Atlanta	Fillets / Sheraton Hotel, New Orleans Creole Tomato / Sheraton Hotel, New Orleans
77 (76)	**G. "Skip" Downing Architects, Inc.** Seattle	.31	.39	43.4	2 -- -- -- --	PP PM JC SDR JDR	NA -- -- -- --	80 -- -- -- --	4 -- -- -- 8	DES JD CADD MBD TID	28 -- -- -- --	60 -- -- -- --	Red Lion Inn - Sea Tac Restaurant, Seattle Diamond Lil's, Renton, WA Lyme Ricky's, Bellingham, WA American Fries, Kennewick, WA & Portland, OR Salty's, Willamette, OR	Vance Hotel, Seattle Salty's on the Falls, Spokane, WA Cousin's, The Dalles, OR Windjammer Restaurant, Seattle Papagayo's Cantina, Bellevue, WA

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78 (70)	**Charles Gruwell Design (formerly Gruwell/Pheasant)** Pacific Grove, CA	.30	.50	9.0	1 -- -- 1 --	PP PM JC SDR JDR	NA -- -- 40 --	125 -- -- 75 --	1 1 -- -- 6	DES JD CADD MBD TID	30 20 -- -- --	75 45 -- -- --	Ramada Renaissance, San Francisco Sharon Heights Golf & Country Club, Menlo Park, CA Sorrento Hotel, Seattle Markham Ranch Model Homes, Salinas, CA	Huntington Hotel, San Francisco CIBO Restorante, Monterey, CA Carmel Sands Lodge, Carmel, CA Tickle Pink Inn, Carmel, CA Carmel Mission Inn, Carmel, CA
79 (--)	**Adams Design, Inc.** Honolulu Sacramento, CA	.29	.58	.29	1 -- -- 1 --	PP PM JC SDR JDR	NA -- -- NA --	NA -- -- NA --	2 -- -- -- 6	DES JD CADD MBD TID	NA -- -- -- --	NA -- -- -- --	Plaza Hotel, suites & public spaces, Honolulu Pizza Pavilion, Honolulu Collector's Editions Gallery, Lihue, Kauai, HI Kahn Gallery, Anchor Cove & Hanalei School, Kauai, HI Hemmeter Gallery, Lagoons Hotel, Lihue Kauai, HI	Queen Victoria Condo, public areas, Honolulu Honolulu Club, office, public area, gym, Honolulu Zippy's Restaurant, Kapahulu, Honolulu Merrill Chase Gallery, Lagoons Hotel, Lihue, Kauai, HI
80 (67)	**Integrated Services Corp.** New York	.29	.29	NA	3 1 -- 1 1	PP PM JC SDR JDR	NA 45 -- 30 22	NA 60 -- 50 35	2 -- -- -- 12	DES JD CADD MBD TID	60 -- -- -- --	80 -- -- -- --	Omni Hotel, Newport News, VA Sheraton Hotel, Bossier City, LA West Chester Inn, West Chester, PA Livingston Country Club, Livingston, NJ	Alexander Hamilton Hotel, New York Radisson Hotel, Cleveland Howard Johnson Amerisuites, Weehawken, NJ Homowack Lodge, Ellenville, NY Sheraton World Tower Hotel, Flushing, NY
81 (86)	**Vantress Design Associates** Santa Cruz, CA	.28	.45	NA	1 1 -- -- --	PP PM JC SDR JDR	NA 35 -- -- --	85 75 -- -- --	3 2 -- 1 14	DES JD CADD MBD TID	34 20 -- 20 --	65 45 -- NA --	Anurahnee Hotel, rooms, Yosemite Nat'l Park, CA Yosemite Lodge, rooms, Yosemite Nat'l Park, CA Verga Enterprises, Phase I, Monterey, CA Coast Commercial Bank, Watsonville, CA	Los Laureles Lodge, Carmel Valley, CA Yosemite Lodge, rooms, Yosemite Nat'l Park, CA Waurona Hotel, plan, Yosemite Nat'l Park, CA Ahurahnee Hotel, suites, Yosemite Nat'l Park,CA Verga Enterprises, Phase II, Monterey, CA
82 (90)	**J.M. Von Graven Co.** San Diego	.27	.63	NA	1 1 2 -- 1	PP PM JC SDR JDR	NA 42 42 -- NA	85 85 65 -- 45	2 3 -- 1 13	DES JD CADD MBD TID	30 20 -- NA --	55 45 -- NA --	The Inn L'Augerge Del Mar, Del Mar, CA Travelodge Hotel Plaza, San Diego	Dove Canyon Country Club, Mission Viejo, CA Compri/Del Mar Hotel, San Diego Salvatore's Restaurant, San Diego
83 (52)	**Carolyn Henry & Associates, Inc.** Dallas	.27	.36	7.0	1 2 -- -- --	PP PM JC SDR JDR	NA 33 -- -- --	90 63 -- -- --	3 1 -- -- 9	DES JD CADD MBD TID	24 20 -- -- --	58 48 -- -- --	Brentwood Country Club, Brentwood, TN Cumberland Club, Nashville, TN Port Royal Club, Naples, FL	Sheraton Hotel, Baton Rouge, LA Radisson Suites Hotel, Downers Grove, IL Riverfront Plaza Food Court, Richmond, VA Sheraton Crown Hotel, Houston
84 (--)	**Walter & Kyte International** Dallas Atlanta; Ilkley, Yorkshire, England; Florence, Italy	.26	.31	2.3	2 -- -- 1 --	PP PM JC SDR JDR	NA -- -- NA --	90 -- -- 75 --	1 -- -- -- 6	DES JD CADD MBD TID	NA -- -- -- --	60 -- -- -- --	Pinehurst Conference & Exhibit Ctr., Pinehurst, NC Peachtree Club, Atlanta Waite, Schneider, Bayless & Chesley, Cincinnati Ryder Cup Lounge, Pinehurst Hotel, Pinehurst, NC Box Tree Restaurant, Ilkley, Yorkshire, England	Pinehurst Hotel, renovation of rooms, Pinehurst, NC Pinehurst Country Club, Pinehurst, NC Igby's Comedy Club, Dallas 312 City Club, Cincinnati
85 (95)	**J. Kattman Assoc.** Denver	.24	.25	2.1	1 1 -- 1 1	PP PM JC SDR JDR	NA 50 -- 30 16	85 50 -- 40 35	1 -- -- -- 6	DES JD CADD MBD TID	20 -- -- -- --	40 -- -- -- --	Silvertree Hotel, Snomass, CO De La Poste Hotel, New Orleans Mira Vista Golf Club, Ft. Worth, TX	Antlers Doubletree, Colorado Springs, CO Salt Lake City Doubletree, Salt Lake City St. Louis Doubletree, St. Louis L.A. International Golf Club, Los Angeles
86 (--)	**Interior Sources, Inc.** Redondo Beach, CA	.23	.23	5.8	1 -- -- 3 1	PP PM JC SDR JDR	NA -- -- 35 24	100 -- -- 75 50	1 2 -- -- 10	DES JD CADD MBD TID	30 18 -- -- --	75 50 -- -- --	Los Angeles Embassy Suites Hotel, Los Angeles The Pasadena Hilton Hotel, Pasadena, CA Holiday Inn Civic Center, San Francisco	Embassy Suites Hotel, Pleasant Hills, CA Seatac Embassy Suites Hotel, Tukwilla, WA S. Lake Tahoe Embassy Suites Hotel, LakeTahoe, CA Embassy Suites Hotel, New Orleans
87 (98)	**Spectrum Services** Cleveland Maui, HI	.23	.23	1.1	2 1 -- -- --	PP PM JC SDR JDR	NA 30 -- -- --	NA NA -- -- --	1 1 -- 2 11	DES JD CADD MBD TID	30 15 -- NA --	NA NA -- -- --	The New Shenanigans Lounge, Cleveland The Waikiki Royal - Specialty Suites Hotel, Honolulu	Marriott Tenaya Lodge at Yosemite, Fishcamp, CA Beachwood Marriott, Beachwood, OH Cleveland Airport Marriott, Cleveland The New Panache Lounge, Buffalo, NY The New Panache Restaurant, Columbus, OH
88 (--)	**Dimemsional Interiors, Inc.** Beachwood, OH	.23	.25	2.5	2 -- -- -- 1	PP PM JC SDR JDR	NA -- -- -- NA	65 -- -- -- 45	-- -- 1 -- 5	DES JD CADD MBD TID	-- -- NA -- --	-- -- 55 -- --	Holiday Inn Lionville, Lionville, PA Lorain Renaissance Inn, Lorain, OH The Inn at Turner's Mill, Hudson, OH Holiday Inn Hudson, Hudson, OH Tony Roma's Restaurant, Mayfield Heights, OH	Atwood Lake Resort, Dellroy, OH Tony Roma's Restaurant, Independence, OH Wedgewood Country Club, Columbus, OH Getty at the Hanna, Cleveland Holiday Inn Boardman, Youngstown, OH
89 (--)	**Miller & Jedrziewski Associates** Salt Lake City	.23	.23	1.9	2 -- -- -- 1	PP PM JC SDR JDR	NA -- -- -- 18	50 -- -- -- 25	-- 2 -- -- 5	DES JD CADD MBD TID	-- 24 -- -- --	-- 35 -- -- --	Stateline Casino Sports Book, Wendover, NV Horseshoe Hotel, Las Vegas, NV Stateline Casino Buffet Room, Wendover, NV Clarion Hotel, Salt Lake City Sunriver Lodge, Sunriver, OR	Horseshoe Hotel, Las Vegas, NV Olympus Hotel, Salt Lake City Silver Smith Casino, Wendover, NV Best Western Inn, Burley, ID Carriage House, Las Vegas, NV

* Rankings determined by fees before rounding   All figures have been rounded off for the purpose of this listing.

NA indicates information not available — indicates information not applicable to category and/or firm

RANK 1990 (1989)	FIRM NAME HEADQUARTERS & BRANCH	HOSPITALITY FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	STAFF DATA								1989 INSTALLATIONS	1990 INSTALLATIONS
					NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AV. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AV. BILLING RATE $/HOUR		
90 (94)	**Innerspace Design** Santa Barbara, CA	.21	.30	1.1	2 -- -- 2 1	PP PM JC SDR JDR	NA -- -- 30 18	60 -- -- 45 35	2 1 -- -- 11	DES JD CADD MBD TID	35 23 -- -- --	50 40 -- -- --	Good Earth Restaurant, Upland, CA Good Earth Restaurant, Westwood, CA Good Earth Restaurant, Los Angeles Cafe Au Lait - La Cumbre, Santa Barbara, CA Shady Business, Solvang, CA	Good Earth Restaurant, Marina del Rey, CA Cafe Au Lait - State Street, Santa Barbara, CA La Tolteca Restaurant, Santa Barbara, CA Shady Business, Santa Maria, CA Good Earth Restaurant, Warner Center, CA
91 (92)	**George Conte Design Consultants, Inc.** Greensburg, PA	.21	.23	3.5	1 2 -- 1 --	PP PM JC SDR JDR	NA NA -- NA --	55 45 -- 45 --	-- 1 -- -- 6	DES JD CADD MBD TID	-- NA -- -- --	-- 35 -- -- --	Compri Hotel, Raleigh, NC Compri Hotel, Charlotte, NC Hampton Inn, Lancaster, PA	Hampton Inn, Harrisburg, PA Holiday Inn, Frederick, MD Holiday Inn, York, PA Holiday Inn, Indiana, PA Crown Amer. Hotel, Johnstown & Beaver Fls., PA
92 (80)	**Interior Design International, Inc.** New York Redding, CT	.21	.28	2.5	2 1 1 1 --	PP PM JC SDR JDR	NA NA NA NA --	110 60 60 50 --	-- -- -- -- 5	DES JD CADD MBD TID	-- -- -- -- --	-- -- -- -- --	Waldorf-Astoria, New York Doral Inn, New York Helmsley Palace, New York New York Hilton, New York	Waldorf-Astoria, New York Doral Court, New York
93 (--)	**Engstrom + Hofling Design Group** Corte Madera, CA	.19	.20	4.6	2 -- -- 1 --	PP PM JC SDR JDR	NA -- -- 29 --	100 -- -- 53 --	1 -- -- -- 5	DES JD CADD MBD TID	35 -- -- -- --	63 -- -- -- --	The Mural Room, Grand Teton Nat'l Park, WY Joe's American Grill and Bar, Scottsdale, AZ Blue Heron Bar, Grand Teton Nat'l Park, WY Cafe Oh-La-La, San Francisco Centre, San Francisco Sunkist Ballroom, Orange Tree Resort, Scottsdale, AZ	The Summit, Harrah's Resort Casino, Stateline,NV Jack's At the Waterfront, Oakland, CA Cafe Andreotti, Harrah's Resort Casino, Stateline, NV Jackson Lake Lodge, Grand Teton Nat'l Park, WY California Cafe Bar & Grill, Sacramento, CA
94 (93)	**Interior Design Force, Inc.** New York	.15	.20	2.5	2 -- -- 2 --	PP PM JC SDR JDR	NA -- -- 33 --	100 -- -- 65 --	-- 2 -- -- 7	DES JD CADD MBD TID	-- 28 -- -- --	-- 65 -- -- --	The Stanhope Hotel, New York Kutsher's Resort Hotel, Monticello, NY Stevensville Hotel, Swan Lake, NY	Sugar Bay Plantation, St. Thomas, VI Kutsher's Hotel, Monticello, NY Ramada Inn, Toms River, NJ Apline Country Club, Demarest, NJ
95 (97)	**Ann Gray & Associates, Inc.** Chicago	.13	.50	2.5	2 2 -- 1 --	PP PM JC SDR JDR	NA 26 -- NA --	100 63 -- 50 --	-- -- -- 1 6	DES JD CADD MBD TID	-- -- -- 25 --	-- -- -- 35 --	The Little Nell Hotel, Aspen, CO Fitzpatrick, Galveston, TX The Tremont House, Galveston, TX	The Little Nell Hotel, Aspen, CO The Belmont, Galveston, TX The Tremont House, Galveston, TX
96 (--)	**Rosselot Assoc.** Stoneham, MA	.11	.14	6.0	2 -- -- -- --	PP PM JC SDR JDR	NA -- -- -- --	75 -- -- -- --	1 1 -- -- 6	DES JC CADD MBD TID	35 30 -- -- --	65 40 -- -- --	Hyatt Regency, Greenwich, CT Hyatt Dulles, Dulles Int'l Airport, Washington, DC Oriental Jade Restaurant, Portland, ME Damon's Kendal Square, Cambridge, MA	Hyatt Richmond, Richmond, VA Winchester Gables, Winchester, MA Hyatt Cambridge, Cambridge, MA Hawthorne Suite Hotal, Orlando, FL Greenwich Hyatt Hotel, Greenwich, CT
97 (--)	**Troika Designs Inc.** Dallas	.11	.12	10.8	2 -- -- 1 --	PP PM JC SDR JDR	NA -- -- 15 --	NA -- -- 50 --	-- 2 -- -- 5	DES JD CADD MBD TID	-- 20 -- -- --	-- 40 -- -- --	Exhibition Hall, Tempe, AZ Hospitality Suite, Ft. Worth, TX	Worthington Hotel renovation, Ft. Worth, TX Westcourt in the Buttes, Tempe, AZ Siegel residence, Dallas Top of the Rock Bar, Tempe, AZ
98 (87)	**Renovation & Design, Inc.** Cordova, TN	.11	.12	1.7	2 1 1 -- --	PP PM JC SDR JDR	NA NA NA -- --	150 55 40 -- --	1 1 -- -- 9	DES JD CADD MBD TID	NA NA -- -- --	40 20 -- -- --	Sheraton Inn, Charlottesville, VA Holiday Inn Airport, Phase I, El Paso, TX Holiday Inn Central Park, Orlando, FL Hilton Inn, Lexington, KY Perimeter North Inn, Doraville, GA	Holiday Inn Airport, Phase II, El Paso, TX Holiday Inn, Bettendorf, IA
99 (85)	**Shervan Design Group** Port Washington, NY	.10	.32	2.4	2 1 -- 3 1	PP PM JC SDR JDR	NA NA -- NA NA	NA NA -- NA NA	3 -- -- 1 13	DES JD CADD MBD TID	NA -- -- NA --	NA -- -- -- --	Side Line Bar & Restaurant, Brockton, MA Farmingdale Lanes, Farmingdale, NY	Greyhound Park, Revere, MA Temple Hillel of North Woodmere, Valley Stream, NY Commack Bowl, Commack, NY Western Steak House, Pelham, NY Jasco Health Care Fac., Irvington & Rochelle Pk., NJ
100 (--)	**CSO Interiors** Indianapolis	.09	.09	4.7	3 4 -- 5 --	PP PM JC SDR JDR	NA 32 -- 25 --	75 50 -- 45 --	1 3 2 3 24	DES JD CADD MBD TID	25 20 NA NA --	45 35 35 25 --	Embassy Suites, Charlotte, NC Signature Inn, Middleburg, NC Holiday Inn, Anderson, IN Signature Inn, Plymouth, MI Signature Inn, Knoxville, TN	Quality Suites, Anderson, IN Sheraton Circleport, Cincinnati Ramada Resort Inn, Marathon Keys, FL Ramada Inn, Key Largo, FL Century Suites, Bloomington, CT